

ILEMBE DISTRICT MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN

ANNUAL REVIEW 2011/2012

*"To Be A World Class African Destination
With Excellent Services and Quality of Life for All its People"*

Draft

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**FOREWORD BY HIS WORSHIP,
THE MAYOR OF ILEMBE DISTRICT MUNICIPALITY,
COUNCILLOR S.W MDABE**

The election of the out-going Council in 2006, presented us with a huge challenge of developing an aligned IDP with four local municipalities as raised during the Presidential Imbizo at Ndwedwe in 2005.

The new Council had also to comply with the prescript set out by the national government for credible IDP, which among others includes public participation, consultation with all role players and critical section dealing with Capital Investment Framework.

Our IDP credibility was further enhanced by two major and successful growth and development summits that were convened in 2007 and 2008.

The summits brought together social partners, government, business, labour and organs of civil society to discuss matters of common interests within the context of people's driven development, which is a key tenets of our new democratic order.

The 2011-2012 IDP, represent a culmination of the planning process that has been carried by iLembe District Municipality together with its four family of municipalities and sector departments.

During the process under review, we have been able to meet statutory obligations in terms of the IDP requirements as well as gradual improvement in critical areas of services delivery.

Since 2007, we have always scored high in terms of the quality of our IDP and meeting all the necessary obligations prescribed by law, we remain humble with all these achievements, which were adjudicated by man and women of integrity in our province.

We, have, however remain convinced that the critical challenge for us to convert all these high scores into concrete implementation of ideals contained in the IDP.

We have been mindful of the resources both human and capital that are required for us to implement the IDP and achieve our vision of being: A World Class African Destination, with Excellent Services and Quality of Life for its people.

Working Together, We can Do More.

His Worship, The Mayor

Councillor S.W. Mdabe

CHAPTER 1 – EXECUTIVE SUMMARY

1.1 INTRODUCTION

iLembe District Municipality is a Municipality that always strive for excellence, speedy service delivery and committed to out rooting poverty. Located between Richards bay and eThekweni iLembe is well located for various number of opportunities stretching from local to international business. Furthermore in order to ensure a sustainable environment for the future generation the Municipality is putting necessary measures in protecting its natural environment by complying with the necessary legislation. As a commitment to the protection of the environment and sustainable development iLembe District Municipality organised the first Climate Summit in the region on the 5th of August 2010. The various issues raised at the summit indicated that iLembe District is not immune to climate change. As a coastal district it is imperative that the district prepares and adapts itself to a changing world. Sustainable development is thus at the core on how the District conduct business within the region. This initiative is important to pass on to the next Council in order ensure continues effort in dealing with issues of sustainable development and climate change over the next five years and beyond.

The District has through its strategic planning exercises in tandem with the local municipalities and other role players, prepared an Energy Master Plan which has identified a need for approximately R1, 8 billion worth of bulk and secondary electrical infrastructure to be constructed and administered within the iLembe District Municipality as a whole, in order to meet the present electricity backlogs being experienced within the District.

The district intends being the first District in the Country with renewable energy resources. To enable the above, the District has undertaken with assistance from COGTA to develop as follows:

1. iLembe District renewable energy development plan
2. Applying for a NERSA licence for the iLembe District Municipality.
3. Engaging and negotiating with financial sponsors and international donor organisations in order to raise the capital required.
4. Engaging and negotiating with the various technology partners within the WFE programme to find appropriate hybrid solutions and technology applications.

The 2011/2012 iLembe IDP Review marks the end of 5 years of implementing the 5 year Strategic Plan which was adopted by Council in June 2006. It is without doubt that the iLembe District is showing signs of substantial progress in terms of speedy service delivery especially in poverty stricken areas. This is further amplified by the current draft 5 year review which was commissioned by Council as a way to provide a comprehensive review and measure all work done by Council in the past five years and strategically align current commitments with the new 5 year plan to be commissioned by the new Council in order to ensure continuity and alignment.

1.2 BACKLOGS

Future alignment is embedded on critical baseline information as a spring board to fast track service delivery. Base line data on backlogs has provided a strong sense of measure as Key Performance Indicator on speedy service delivery. Over the past 5 years iLembe District was able to provide clean and drinkable water to a basic level of service to 127 929 people residing in 25 408 households. Furthermore 127 913 people residing in 25 430 households were provided with basic level of sanitation.

1.3 MUNICIPAL TURN AROUND STRATEGY

In January 2009 the iLembe District Council adopted their Turnaround Plan. The Council also established a Turnaround Steering Committee which is Chaired by the District Mayor and attended

by the Municipal Manager, Directors of the Finance, Corporate Governance, Corporate Services and Technical Business Units. Managers within each business unit also provide technical support to the meeting. Three Councillors also participate in the meeting. The meetings are held monthly and are well attended by all internal stakeholders.

The Steering Committee is also supported by the KZN Cooperative Governance and Traditional Affairs (COGTA) Municipal Turnaround Strategy Task Team who have provided guidance and support to the ILembe Task Team. An overview of the achievements and challenges for each key performance area (KPA) is reflected as follows:

- a) Aged Infrastructure
 - This key focus area is well managed and regular monitoring of affected schemes is improving water supply however,
 - Funding constraints continues to hamper progress in this area.
- b) Financial Viability
 - This key performance is on target however, outdated financial systems and procedures are unable to cope with the growing consumer database;
- c) Organisational Review
 - This KPA is on track with most targets being met.
- d) Public Participation
 - This KPA is on track with most targets being met

1.4 MUNICIPAL IDP MATTERS OF EMPHASIS AND OBSERVATION

The MEC evaluation letter dated 22 November 2011 in response to the iLembe District Municipality 2010/2011 IDP submission, commended the Municipality with its efforts, alignment (horizontal and vertical) to achieve a Credible IDP with the exception of additional information required and areas to be improved. Overall the MEC recorded satisfaction regarding:

- Alignment of the budget, PMS and IDP
- Well articulated LED strategy
- Indication of service delivery challenges and backlogs
- Participating in all intergovernmental engagements
- Commitment to Municipal Transformation and Institutional Development
- Including a response to the Auditor General's Report
- Implementation of the Performance Management System
- Clearly articulates status of project funding and articulated within a Capital Investment Framework
- Commendation for promoting transparency and good governance
- IDP viewed as a well structured and strategic planning tool
- Most of sector plans on infrastructure exist and it is commendable

The MEC further noted the following areas which could be improved within the 2011/2012 IDP review:

- Linkage between sustainable livelihoods to economic activities
- Linkage between LED plan with National, Provincial and District economic objectives and investment choices
- Improvement on infrastructure budget allocation to reflect 3 year project allocation
- Capital expenditure needs to be reflected spatially within key priority areas
- Indication of IDP projects spatially
- Incorporation of organisational organogram into the IDP all its programmes.

1.5 FLAGSHIP PROJECTS AND WAR ON POVERTY

As a commitment on Flagship Programme and War on Poverty the iLembe District together with Local Municipal Task Teams meet every Tuesdays and engage on matters of strategy progress and impact on implementation. Although there are many challenges on implementation the programme has been able to make serious strides on HIV/AIDS and child headed homes. In 2010/2011 iLembe District Municipality and the Department of Social Development assisted 20 children from child head households as part of the District flagship programme.

1.6 LOCAL ECONOMIC DEVELOPMENT (LED)

The custodian for LED within the District organisational structure is Enterprise iLembe. As an organisation Enterprise iLembe (Pty) Ltd is a private company which is a municipal entity of the iLembe District Municipality. This organisation is meant to get the District's key economic stakeholders to collectively plan and implement initiatives for economic development of the area, identify the most convenient instruments for their realisation and establish a coherent system for their technical and financial support. Its main objective are:-

- a) To optimise on the regional competitive advantages of Tourism, Agriculture & Low Impact Manufacturing
- b) To develop creative mechanisms to rapidly achieve BEE targets
- c) To design an organisational vehicle to leverage catalytic economic opportunities
- d) To involve Business In functional regional economic decision-making
- e) To leverage all possible resources to the benefit of the iLembe region.

Amongst the various sectors of Enterprise iLembe there has been specific projects that have been planned and implemented with Local Municipalities, and they are Tourism, Agriculture and Manufacturing. The tourism is continuously seeking opportunities and linkages on flagship i.e. King Shaka heritage route, KwaShushu hot springs in Maphumulo, Thukela Beach in Mandeni etc. In the agricultural sector there are initiatives at an advanced stage on establishing Vineyards possible to all family local municipalities. Agricultural hubs have also been identified as a sector that has vast opportunities for all local municipalities and can assist the region on food production. The latter is also at an advance stage with new opportunities developing every year. Aqua culture is also an area that has been identified as a niche that the region can fully exploit and take advantage of a gap in the market.

1.7 SPATIAL PLANNING

iLembe has considered the National Spatial Development Framework and the Provincial Spatial Economic Perspective (PSDES) within the SDF formulation which has ensured that there is alignment between the NSDP and the iLembe SDF and its IDP Sector Plans. The principles of the NSDP formed the basis of the spatial approach for the iLembe SDF. The PSDES recognised the strategic location of the iLembe District within the provincial corridor which stretches from Uthungulu District in the north and eThekweni Metro in the South.

The major structuring element for determining the existing and future concentration of development, activity and investment in the iLembe District consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages, including the N2 (primary corridor) and the R102 (secondary corridor).

- Towards an **Urban development line** in iLembe District

The establishment and use of the urban development lines in the iLembe District Municipality is in part a planning response to the growing demand for residential development in the areas and the associated bulk infrastructure that is required. As a consequence of the urban land market, residential development both up-market and low income housing is being settled in peripheral areas of the region, that make the cost of bulk supply challenging. This planning

challenge is equally a national planning challenge in South Africa and a study by the United Nations Habitat Report (October, 2008) listed South African towns and cities as the most inefficient in the world.

- Purpose of **Urban Development line** iLembe District

The iLembe District Municipality is the authorized water services provider in the Region. This in effect means that the District has the constitutional obligation to ensure that all residents within the District has access to a sustainable supply of water. The iLembe Planning Business Unit in an attempt to ensure that the District meets its constitutional obligations is promoting the creation of a more efficient urban form. This is been achieved through the establishment of an urban boundary or urban development lines. The urban development lines have three proposed development phasing periods in ten year periods. The urban line is 2010-2020, peri-urban line 2020-2030 and rural has 2030-2040. The time-frame of ten years was selected as development planning monitors settlement growth, in ten year periods. In addition major development approvals are realized between a 5-10 year periods. The concept and development of this planning tool was done in consultation with all Local Municipalities within the region and iLembe Technical Services Department. Local municipalities will then refine the concept to their specific context.

- **Rationale for the Urban Development line**

The rationale for the urban development lines in the Region is to encourage:

- The protection of high potential agricultural land through the containment of urban development
- The creation of efficient urban and rural spaces that provide spatial lifestyle choices for residents in and to the Region
- The efficient and sustainable supply of bulk water and sanitation that addresses both backlogs as well as front logs.

1.8 ENVIRONMENTAL MATTERS

iLembe District Municipality recognizes Environmental Management as imperative in achieving the mission of the district, and strives to overcome challenges to fill in the gaps of the past. To date, the iLembe District Municipality has developed a Strategic Environmental Atlas, Integrated Environmental Plan (2007), Spatial Development Framework and Environmental Mission and Goals. All of which are in line with relevant Government Guidelines and legislation such as the National Environmental Management Act (No. 107 of 1998), the White Paper on Environmental Management (1998) and the DEAT Series on Integrated Environmental Management (2004). This chapter was informed by DAEA&RD's IDP Analysis as well as an IDP Gap Analysis meeting held with DAEARD representatives.

1. iLembe District Municipality Environmental Mission and Goals

With the aim of developing a district level Environmental Policy, the iLembe District Municipality has developed an Environmental mission and goals, which is the start point. The Environmental Policy will then be subject to adoption with the intention of it forming the districts by-laws.

2. Objectives

- a) To preserve and protect the natural environment through the application of appropriate conservation management.
- b) To protect natural resources and use the natural resource base available in the district in a sustainable manner.
- c) To maintain and preserve a pristine environment.
- d) To promote and support development in the region which is sustainable and not harmful to the environment.
- e) To minimise further loss of natural habitat to protect the ecosystems functionality by assuring that all development complies with pertinent legislation.
- f) To be fully compliant with National and Provincial legislation as a local government entity.
- g) To promote equal access to environmental opportunities and promote equity in service delivery.

- h) To promote integration between social, economic and environmental spheres of development.
- i) To promote development that meets the needs of our present generations while not compromising the natural environment's ability to provide for future generations.
- j) To maintain an environment that is not harmful to the health and well being of our people by protecting the environment through legislative measures.

1.9 FINANCIAL VIABILITY

Financial viability and management remains one of the key priorities of Council. It remains more critical in the light of the current economic situation, which among other things requires self sustenance and prudent financial controls. The Municipality's cash flow situation still needs to improve further and it is planned to build up a working capital reserve of twice the monthly expenditure of the Municipality in the ensuing years.

1.10 ILEMBE BUSINESS PLAN

In improving coordination, integration and alignment with the budget/organisational performance management system and adhering to commitments from COGTA on simplified IDP and MEC comments, a Business Plan strategic section has been included in the 2011/2012 IDP review.

iLembe Business Plan section aims for horizontal and vertical alignment in the provision of services thus ensuring efficiency, financial viability, quality living environments and well maintained infrastructure and good Governance. To achieve this iLembe Municipality has aligned key performance areas of the municipality with the 5 National Key Performance Areas. Monitoring Evaluation and Sustainable Environment key performance area is an additional KPA to address overall performance of the municipality and planning.

Key Performance areas of the Municipality:

1. Monitoring Evaluation and Sustainable Environment
2. Service Delivery & Infrastructure Development
3. Good Governance and Public Participation
4. Municipal Transformation and Institutional Development
5. Municipal Financial Viability and Management
6. Local Economic Development

In doing this the Municipality has clearly aligned identified challenges with key performance areas of the municipality as an element of the Performance Management System which includes Service Delivery and Budget Implementation Plan and the individual Performance Plans for Section 57 Management and all other Senior Managers. The performance of the Municipality is therefore dependent on the performance of all management. All key performance area is deliberately aligned with champions, as directors of each Section in Chapter 6 of the IDP. In this instance Senior Section 57 Management champion a section aligned with the individual Performance Plan.

1.11 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

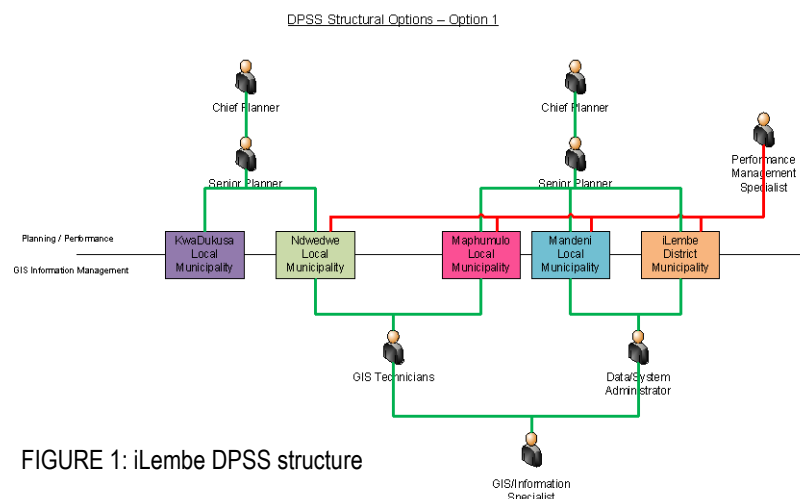


FIGURE 1: iLembe DPSS structure

There is a Framework for the establishment of a DPSS among Municipalities of the iLembe family. The need for DPSS is linked to the following factors:

- impending changes in development planning legislation in the province involving devolution of planning powers and functions to local government level;
- limitations on capacity in Local Government to perform planning and development functions;
- limitations on funding in many municipalities to engage qualified and suitably experienced planning staff
- the need to extend all development planning functions across the full area of jurisdiction of local municipalities and
- to strengthen the coordination function to be performed by District Municipalities.

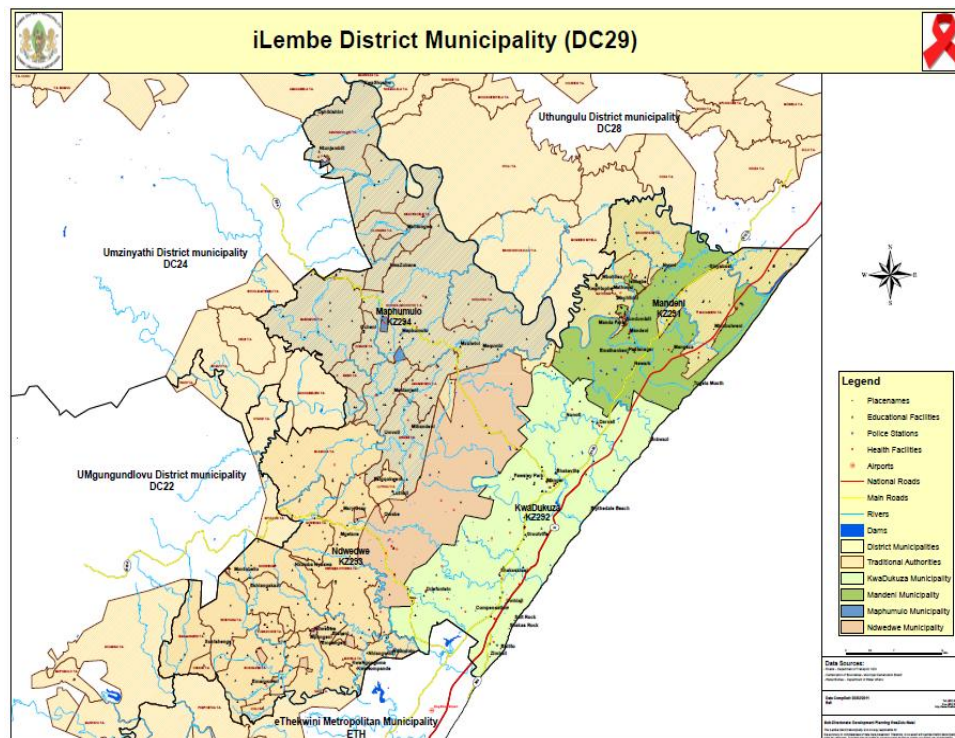
The smaller municipalities in the District have limited planning capacity and high turnovers of staff reported. It is proposed, therefore, to address these limitations through the establishment of shared services for the development planning function between district municipalities and their constituent local municipalities. The form that this DPSS function will take may vary between municipalities.

It is critical to note that any restructuring must comply with relevant legislation, in particular the Municipal Systems Act (no. 32 of 2000), (mainly Chapter 8), the Intergovernmental Relations Framework Act (no. 13 of 2005) and the Municipal Financial Management Act (MFMA).

The existing planning legislation (Town Planning Ordinance and the Kwa-Zulu Land Affairs Act) has been superseded by the new Provincial Planning and Development Act in 2009. The new Act serves to restrict functionality of the Development Facilitation Act. The enactment of the new legislation resulted in the devolution of the majority of the spatial planning powers and functions to Local Municipalities from COGTA

Establishment of effective local governance is one of the key objectives of Provincial Government in KwaZulu-Natal. Owing to the inherent limitations in local government in relation to the planning and development function, DLGTA has elected to work with these structures in the establishment of DPSSs. The aim is for municipalities to share services at District level in order to optimize limited resources and thereby enhance the quality of planning and development services provided in these areas.

CHAPTER 2 – SITUATIONAL ANALYSIS



MAP 1: Location of iLembe District Municipal Area

2.1 LOCAL/REGIONAL CONTEXT

The iLembe District Municipality area (DC29) lies on the east coast of KwaZulu-Natal, between the eThekweni Metro in the south and the Tugela River mouth in the south and is traversed by the N2. At 3 260km², this is smallest of the 10 KZN district municipalities. iLembe District consists of four Local Municipalities, i.e. Mandeni, KwaDukuza, Ndwedwe and Maphumulo. Further more, this district is located between Africa's two great ports, i.e. Durban and Richardsbay.

2.2 PROFILE OF ILEMBE DISTRICT MUNICIPAL AREA

The District is made up of 45 Traditional Authority areas where settlement is controlled by Traditional Authorities according to a traditional land tenure system. These TA areas cover approximately 63% of the total area where the State and the Ingonyama Trust own the majority of the land within Municipality of Maphumulo, the lower reaches of Ndwedwe (69%) and coastal and inland reaches of Mandeni (49%).

The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipality are the commercial farming hubs of the District. The commercial farming areas of KwaDukuza, Mandeni and Ndwedwe (31% of the iLembe District) are mainly under privately owned sugar cane.

Areas of urbanisation in the District comprise of KwaDukuza/Stanger, Mandeni, the Dolphin Coast and Nkwazi. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, Isithebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni.

Village centres such as Maphumulo and Ndwedwe in the west and Nyoni and Mbizimbelwa in the north comprise of commercial and service development in the rural areas. They largely exist in association with a magistrate's court, clinic, pension pay point, health, education and

welfare office or similar state service. Wholesale commercial activities have expanded and these villages have emerged as supply centres and transportation hubs to the remote rural areas of iLembe.

Despite this, the iLembe District features sufficient unique selling points to prosper within its own niche market on the following basis:

- Pristine beaches and a relatively unspoilt natural environment, undermines the claim of being "The Jewel of the Kingdom of the Zulu".
- Centrally located to the province's other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, the Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZN's natural attractions and two World Heritage Sites.
- International and local recognition and interest in King Shaka and Zulu culture and history. This diverse and rich cultural heritage has potential for growing and broad international appeal.
- Strong cultural and historical links to India, the United Kingdom and Mauritius.
- A sub-tropical climate positions it as an all year round tourism destination.
- Unique quality of the District's agricultural attributes of soil types, climatic diversity and rainfall.

2.2.1 DEMOGRAPHIC REALITIES

The Census 2001 population estimate for the iLembe is 560 388 people living in 120 390 households. If population growth figures and the impact of HIV/AIDS are considered the current population is estimated at 805 239 people living in 145 907 households. This is assuming that average household sizes remained relatively constant at an average of 5.52 persons per household.

Municipal Area	Census 1996	Census 2001	DWAF 2004	Census 2006	Backlog Study 2007
Mandeni	111 909	128 669	137 129	138 736	131 830
KwaDukuza	131 091	158 582	169 022	179 963	252 053
Ndwedwe	167 404	152 495	162 452	134 754	208 447
Maphumulo	124 703	120 642	128 549	115 045	212 909
iLembe	535 107	560 388	597 152	568 498	805 239

TABLE 1: Census 2001 iLembe District Municipal

The following demographic characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- About 72% of people under the age of 34 years, the iLembe District has a relatively young population. And with 49% being under the age of 19 years, this poses immense developmental challenges in relation to future education, health, recreation and other social issues, particularly if the impact of HIV/AIDS is added to the equation. A significant number of these children will be orphaned due to the impact of HIV/AIDS and population growth is expected to decline over the next 20 years. This must be taken into account in planning for new services and facilities.
- The mainly Zulu population and ethnicity/culture in rural and tribal areas play an important role in today's education levels and vocational distribution of women in particular. In the past it was not common practice for young girls to attend school. If they did it was only to achieve the most basic level of literacy and numeracy. The legacies of such practices are still evident today.
- The available data indicate relatively low levels of illiteracy in Mandeni and KwaDukuza at 10.2% and 11.8% respectively. Illiteracy in Maphumulo and Ndwedwe are higher at 20.7%

and 24.4% respectively. These figures suggest that there is still a need for adult education facilities and programmes.

- At least 14.4% of the population are already infected with HIV/AIDS and it is estimated that up to 1 000 people per year can be added to this figure. This will have a severe impact on the need for social and welfare services in the future.

2.2.2 SOCIO-ECONOMIC REALITIES

The iLembe District also suffers due to low levels of employment. 29.2% of the iLembe population are economically active. Of this, 52.0% of people are employed leaving a staggering 48.0% of the economically active population being unemployed. This is significantly higher than national averages and translates into only 15.2% of the entire iLembe population currently being employed.

The major and most significant sectors of employment in the iLembe District are manufacturing (35.5%), community service (18.4%), agriculture (13.9%) and wholesale/retail (10.8%). Both the manufacturing and agricultural sectors have declined over the past 5 to 10 years. This decline is attributed to the phasing out of subsidies relating to industries located in Isithebe and the subsequent closure and/or relocation of industries as well as the generally negative conditions in the agricultural sector, specifically the sugar industry.

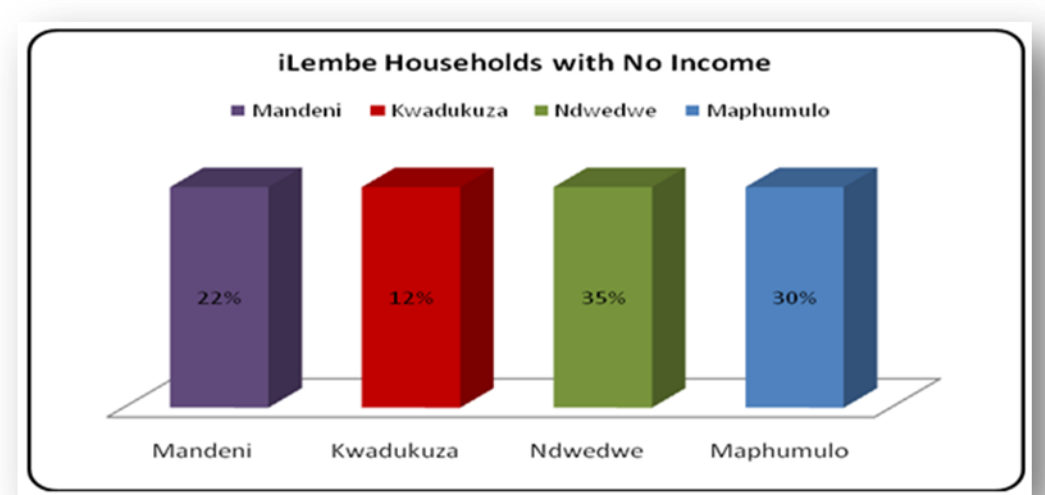


FIGURE 2: Graph indicating iLembe house with no Income

The following socio-economic characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- Dependencies are very high with every employed person supporting at least 6 unemployed persons of which 4 are over the age of 15 years.
- Lack of any substantial economic activity in Maphumulo and Ndwedwe.
- Reduction of employment opportunities in specifically the manufacturing and agricultural sectors – even at a national level.
- Involvement of a large percentage of the population in subsistence farming activities.
- Lack of entrepreneurial development opportunities.
- Difficulties involved in accessing job opportunities in neighbouring metropolitan, district and local areas.
- Rural and traditional areas such as Maphumulo and Ndwedwe are the most severely affected by poverty and unemployment.

2.2.3 ECONOMIC REALITIES

There are vast differences in wealth across the District, with small developed nodes along the coast contrasted by large areas of extreme underdevelopment in the hinterland. The following economic characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

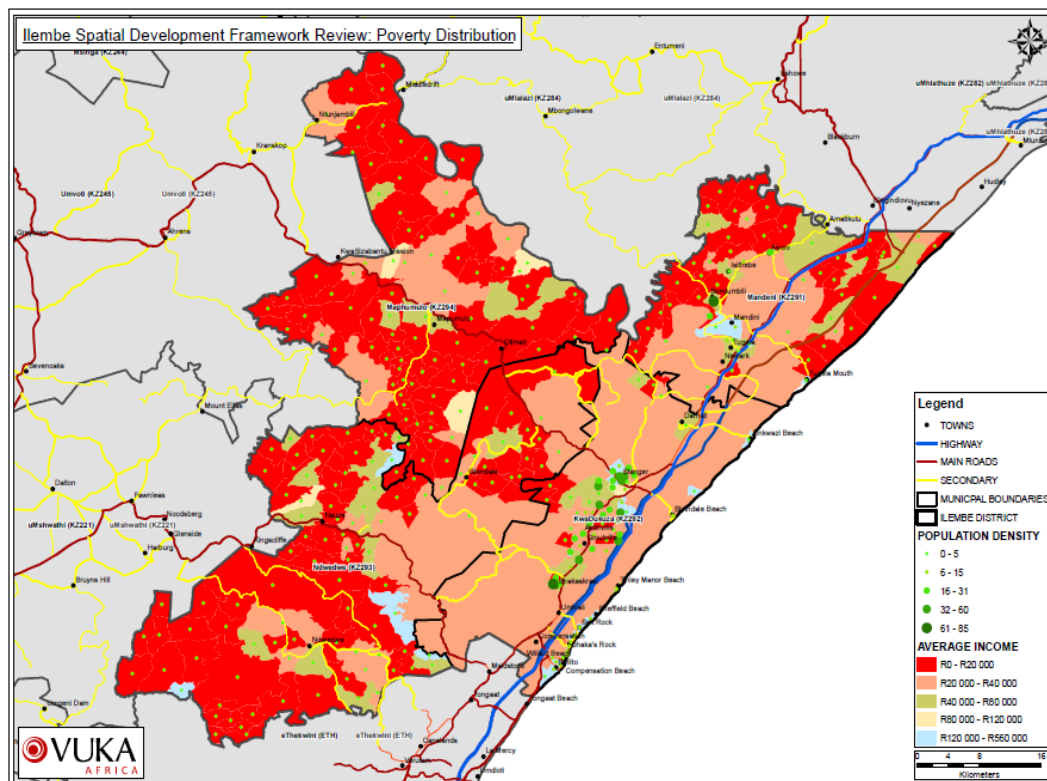
	ECONOMIC WEAKNESSES	ECONOMIC OPPORTUNITIES	ECONOMIC THREATS
It is relatively close to major cities and towns in the province	Backlog in the provision of basic services in rural areas and informal settlements	Isithebe is well placed to participate in the multi-modal logistics platform for the Durban-Richardsbay corridor	Sensitivity of industry in Isithebe to global and national macroeconomic forces
Location between Africa's two great ports and its excellent transport infrastructure	Access to available land and the legal framework surrounding such access	Rail links between the planned La Mercy Airport and Richardsbay harbour provide economic opportunities with potential for Isithebe to become part of an IDZ	Roads and services need upgrading and regular maintenance to reach tourist attractions – this requires high levels of commitment and resources from municipalities
Potential to capitalise on targeted spill over from the major initiatives planned for Durban	HIV/AIDS and its impact on demographics	Diversification to high value low mass niche products for export is an important opportunity. The prospects for agricultural diversification into higher-value, lower-mass niche products for export will require advanced regional infrastructure	Political differences between municipalities might impede integrated regional development
A diverse and rich cultural heritage has potential broad international appeal	Management of investor risk and direct intervention to attract international capital	Increasing investment in high income residential properties in Ballito, Zimbali, etc.	Concerns over the rapid growth of residential development and the ability of the infrastructure to cope.
International and local recognition	Political differences and issues	Opportunities exist to create greater labour mobility between the deprived interior and the developed coastline through labour bureaux type arrangements and the promotion of skills within the tourist sector through training, learnerships etc.	
Interest in King Shaka/Zulu culture/history	Concerns over crime, grime and the maintenance of a pristine environment	Opportunities exist to enhance productive participation in agriculture in former homeland areas by promoting out-grower type arrangements as it occurs in the timber and sugar industries	

Strong cultural and historical links to India, the United Kingdom and Mauritius	Impediments to SMME development in iLembe include low levels of education and productive skills, lack of access to finance, lack of integration of rural markets into the formal economy, inadequate infrastructure, lack in effective demand and communication	Better coordination of municipal and government efforts in the District to enhance performance	
Quality of natural endowments, coastline, beaches, climate and environmental control	Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered		
Centrally located to KZNs other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban	Lack of adequate and appropriate services		
Quality of agricultural attributes of soil types, climatic diversity and rainfall	Inappropriate location of some facilities		
High concentration of prime agricultural land in the hands of large commercial sugar cane farmers	Dependence on neighbouring economies like Durban and Richardsbay		
The N2 corridor from Durban to Maputo, which already transports more than 1m tourists per year through the iLembe Region.	Economic growth is hampered by income leakages to these established economies		

TABLE 2: Economic Characteristics, Issues & Challenges

2.2.4 POVERTY STRICKEN AREAS IN THE MUNICIPALITY

Within the District context, the most poverty stricken areas are generally the inland rural areas concentrated within the Maphumulo and Ndwedwe Municipalities. The figure below provides a spatial summary of the distribution of poverty.



MAP 2: iLembe Poverty Distribution

iLembe has conducted monitoring and evaluation as a measure to ensure that the jobs created are sustainable. We also involved the Department of Agriculture to provide skills training on the agricultural projects. Through our SMME programme we managed to involve the Department of Economic Development to train the SMMEs on business skills, and this programme is underway as the Department of Economic Development has started preparing the training which will be conducted in our four local Municipalities.

2.3 LOCAL ECONOMIC DEVELOPMENT REALTIES

2.3.1 LEGAL BASIS FOR ESTABLISHING THIS LED AGENCY

Enterprise iLembe (Pty) Ltd is a Private Company which is a municipal entity of the iLembe District Municipality – meaning that all the shares of Enterprise iLembe are held by the municipality. The municipal systems and the municipal finance management acts permit the establishment of a local economic development agency as a possible special purpose organisation to promote the local economy. Examples in South Africa include the Durban Investment Promotion Agency, the Johannesburg Development Agency and many others in more neglected areas of South Africa.

LED agencies are special implementation vehicles created by municipalities and other stakeholders to achieve their common objectives. As such it should be remembered that an economic development agency does not *make* policy, it *implements* it. The mandate for policy making lies with the elected members of Council, not with the agency. It is the role of the agency to implement the local economic development policy set out in the Integrated Development Plan

(IDP). The agency may recommend policy to elected members, but it is not mandated to make policy on behalf of those the people of the locality have elected to be their representatives.

2.3.2 RATIONALE FOR ESTABLISHING ENTERPRISE ILEMBE?

There were many reasons that arose in the debates in the iLembe District Council as to why the agency was considered the right route. Some of these included:

- a) The agency provided a way of establishing a formal and legal partnership between different stakeholders (Government, business, community leadership) - to integrate development efforts and overcome problems of duplication and lack of coordination
- b) The agency was seen as a way of strengthening the capacity of the LED systems and resources in place in iLembe District area, using a semi-external body
- c) The agency could become the driver of the economic development agenda within a iLembe, with the ability to raise external resources to support LED
- d) The agency could house the ability to support specific business sectors which have the greatest potential within the iLembe area, and to focus investment in the primary development corridor of KwaZulu-Natal, i.e. eThekweni-uMhlatuze Development Corridor, as espoused in the Provincial Spatial Economic Development Strategy (PSEDS)
- e) The agency was seen as a possible route to alleviate bureaucratic processes within the municipality, promote a more private-sector type culture and accelerate investment and public private partnerships.

As much as Enterprise iLembe was seen to have the mandate and capabilities to drive the District's LED strategy, the iLembe Council has been fully aware that:

- The iLembe District Council itself remains politically accountable for LED and cannot delegate political responsibility to the agency;
- The Council remains responsible for public funds, even if projects are delegated to Enterprise iLembe.

2.3.3 THE PROCESS TOWARDS THE ESTABLISHMENT OF ENTERPRISE ILEMBE

The LED component of the District's Integrated Development Plan (IDP), set out a long-term economic vision of the area and the LED strategy. This included the proposal that a specialised municipal agency would be one of the key mechanisms for implementation of the strategy.

The development of the District's long-term economic vision process has been a multi-stakeholder process. A number of successful District Growth and Development Summits, which were well attended by representatives of the Government, business, labour and community organisations, were convened by the District between 2007-2008 which set out the vision and the core strategies for economic growth and development. The District and business leadership in the area established an *iLembe Growth Coalition* which represented the "economic think-tank" of the District and which also promoted greater dialogue on the strategies and initiatives which could stimulate new investment and economic development projects in the area. In the process the District engaged with the Industrial Development Corporation, which had begun promoting the establishment of local development agencies as drivers of local growth. These engagements and the strategising of the iLembe Growth Coalition led to the firm proposal to establish a District agency dedicated to promoting economic growth and development in the District.

The iLembe Council then passed resolutions to have the agency established as a non-profit company, and subsequently budgeted for the initial operational expenses of the agency as well as some funding for projects. The IDC too then committed funding for some of the core overhead costs of the agency as well as project-specific grants.

Key milestones on the long road to the establishment of the agency have been summarised as follows:

- July 2001 - iLembe Model For Job Creation formulated

- April 2002 – Partnership With DFID established to develop the iLembe Regional Local Economic Plan (this plan conceived The Idea Of A Regional Development Agency)
- Sept 2003 – Application was made to the IDC to Develop Business Plan For A Development Agency
- Nov 2003 – the IDC Pre-Establishment Grant was approved
- April 2004 – a Technical Partnership with GTZ was developed
- Oct. 2004 – a Section 21 Company - Enterprise Development Foundation was set up
- Jan 2005 – the Enterprise iLembe Business Plan was accepted by the IDC and an establishment grant was approved
- Jan 2006 – Determination to go ahead with Section 21 company format and a Draft Service Level Agreement was accepted
- April 2006 – Leadership change in iLembe DM
- June 2006 – ExCo approves continuation of Enterprise iLembe & Growth Coalition
- October 2006 – call for Directors
- December 2006 – AG concern on Section 21 entities determines fresh approach
- March 2007 – 1st Growth & Development Summit called for a District Development Agency to be formed
- November 2007 – IDC /ExCo agreed on disestablishment of Sect 21 – Pvt Company to be formed
- January 2008 - iLembe Growth Coalition was established
- May 2008 - 2nd Growth & Development Summit calls for progress
- May 2008 – ExCo approved that Enterprise iLembe take the legal form of a private company (Pty) and called for nomination of directors
- July 2008 – Inaugural Meeting of Enterprise iLembe
- August 2008 – Chairman Appointed – Mr Clive Manci
- September 2008 – Board operational
- January 2009 – CEO appointed
- June 2009 – Project Management Unit established through appointment of service provider with mandate to both drive projects and to build permanent capacity, systems and network.

2.3.4 THE OBJECTIVES AND FUNCTIONS OF ENTERPRISE ILEMBE

2.3.4.1 Objectives

Enterprise iLembe is meant to get the District's key economic stakeholders to collectively plan and implement initiatives for economic development of the area, identify the most convenient instruments for their realisation and establish a coherent system for their technical and financial support.

At its inception the following **objectives** of the agency were developed:

- To optimise on the regional competitive advantages of Tourism, Agriculture & Low Impact Manufacturing;
- To develop creative mechanisms to rapidly achieve BEE targets;
- To design an organisational vehicle to leverage catalytic economic opportunities;
- To involve Business In functional regional economic decision-making;
- To leverage all possible resources to the benefit of the iLembe region.

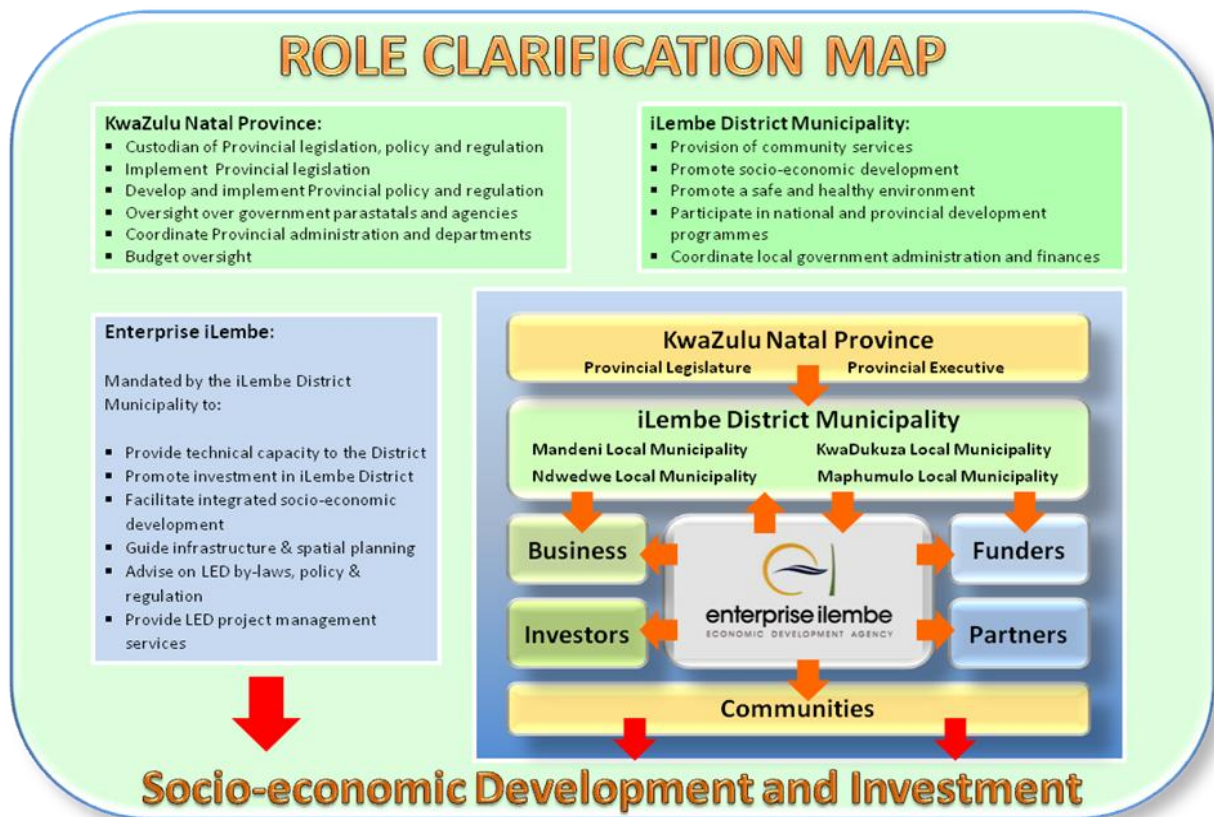


FIGURE 3: Role Clarification Map

2.3.4.2 Functions

Key **functions** of the agency presently include:

- Developing and strengthening the local economic development strategy on behalf of the district and local municipalities;
- Championing a wide range of activities which emerge as important from the LED strategy;
- Fundraising for specific projects, and potentially project managing some of these;
- Funding certain services to be applied across the area, e.g. specialist business advice;
- Coordinating activities to ensure that an integrated service is provided across providers, eg. for business advice;
- Monitoring and quality control of services available in the area;
- Directly undertaking certain functions, eg. regional marketing;
- Promoting regional activities, eg. collective marketing, regional food brands etc.
- Facilitating the identification, packaging and implementation of catalytic projects.
- Provide a professional and multi-skilled support and networking service to major investors who wish to invest in the region by:
- Working with local government to improve the business enabling environment;
- Establishing a research unit to develop and maintain a regional socio – economic and investor database
- Facilitating the establishment of a Destination Management Office (DMO) in iLembe.
- Provide a “turn-key” service to investors who wish to relocate to iLembe
- Implement aggressive business retention and expansion (BR&E) programme coupled with a business development and support (BDS). Priority will be given to those businesses committed to black economic empowerment (BEE) partnerships.
- Build twinning relationships with developed regions internationally.

2.3.4.3 Operational Principles

The Council and Board of Directors of Enterprise iLembe have set out the following **operational principles** for the organisation:

- Bring the poor and previously disadvantaged to the centre of development
- Build a synergistic relationship between Local Economic Development and Social Upliftment.
- Build Linkages between the established coastal economies and historically marginalised rural areas.
- Build a culture of Social, Economic & Environmental interdependency as the first test when evaluating opportunities. (i.e. triple bottom line)
- Focus LED around realistic catalytic initiatives natural to the region and wherever possible building on the uniqueness of local competitive advantage and market differentiation.
- Building a capacity to nurture effective and mutually beneficial partnerships based on fair and equitable business principles.
- Ability to leverage Black Economic Empowerment (BEE) as measured by direct or potential equity and not only new jobs created.

2.3.5 STRUCTURE, FUNDING AND ACTIVITIES OF THE AGENCY

2.3.5.1 Governance Structure

a) Board of Directors

Being a private company which must comply with both the Companies Act, as well as the MFMA, the agency is governed by a Board of Directors who are appointed by the Exco of the District Council. The Board has full governance authority and management oversight as per the normal legal framework. The Board is however required to regularly account to its shareholder, the District – the details of the mechanisms for accounting are set out in MFMA Regulations as well as in the *Service Level Agreement* entered into between the Agency and the District. The District calls for nominations of the Board members via public process. The submissions are then assessed by the Council's Exco which uses a number of criteria for selection of which skills and value-add capability are the most important. The members of the Board at present are indicated below.

b) Other Committees

The Board has an Audit and Risk Committee as well as Internal and External Audit Committees as required by the MFMA. In addition there are procurement committees as required by the MFMA and SCM policy framework for local government.



FIGURE 4: Enterprise iLembe Internal and External Audit Committees

c) Operational Structure

The key to the success of an agency of this type is having people with the appropriate skills and clarity on their role and deliverables. Enterprise iLembe has an internal organisational structure which responds to the two key areas of its services : (1) trade and investment promotion, and (2) packaging and implementation of projects. The senior management of the organisation, the CEO and Chief Operating Officer, are required to dedicate the bulk of their time to stakeholder relations management and marketing activities. Hence the two business units of the organisation drive the day-to-day business of business promotion and of project management. The *Trade and Investment Promotion Business Unit* focuses on building and promoting economic opportunities with private sector and other partners in the District. The Project Management Unit (PMU) team focuses on the managing the implementation of specific projects which have been funded, as well as other project opportunities with proven feasibility for which funding is still being sought. For both business units, a strong sectoral approach drives personnel responsibility so that expert knowledge on the targeted economic sectors of the District is developed. It is this sectoral expertise that allows the agency to offer effective and professional services.

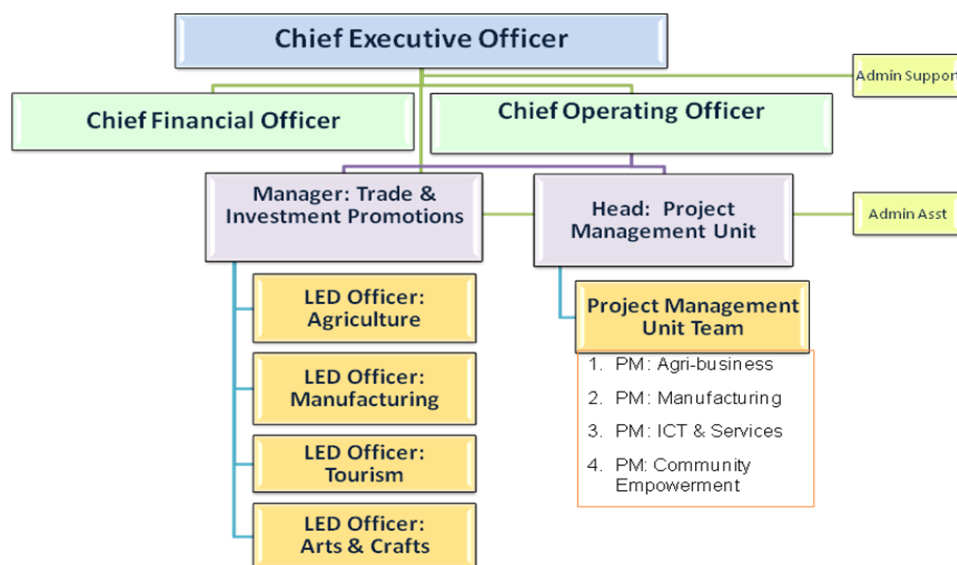


FIGURE 5: Enterprise Organogramme

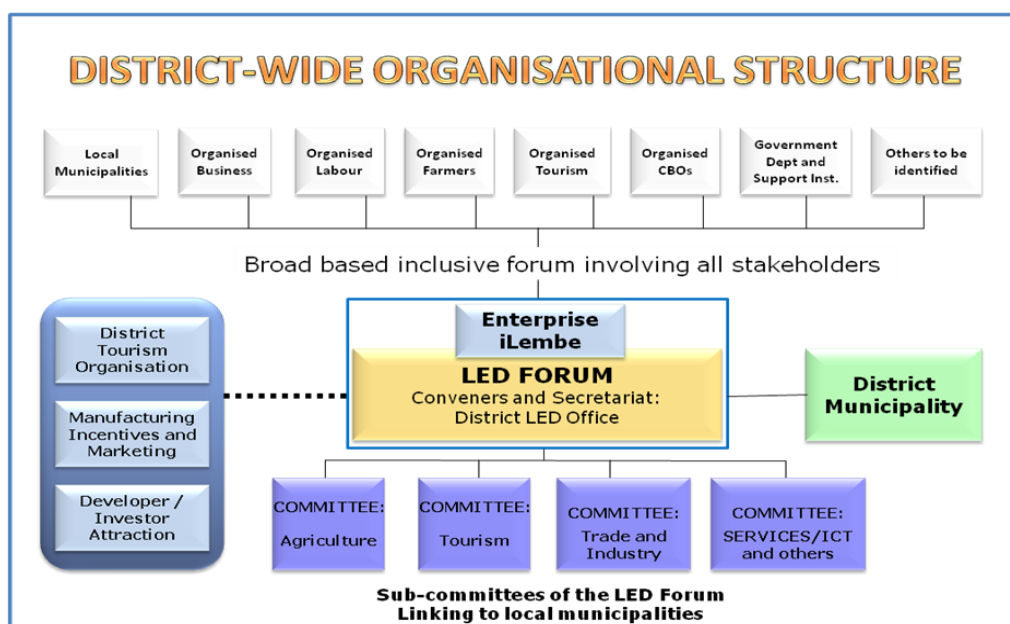


FIGURE 6: District-Wide Organisational Structure

The agency interacts with leadership and officials of the Local Municipalities on a day-to-day basis, but the key structure for coordination and planning of local economic development work with the local municipalities in the District is the District LED Forum, which meets monthly. This Forum also has sub-committees dealing with both projects and promotional initiatives for the targeted sectors.

d) Funding of the Agency

To date the agency has had two core funders of its operational costs, these being the District Municipality (which provides a grant of about R2m) and the Industrial Development Corporation (IDC), (which provides a grant of R3.5m for operational costs). Both these funders have required that the agency progressively develop financial self-sustainability strategies. As regards project funding, the agency presently manages about R15m of project funds from the Provincial Corridor Development Fund (managed by the KZN Dept of Cooperative Governance and Traditional Affairs), and the IDC.

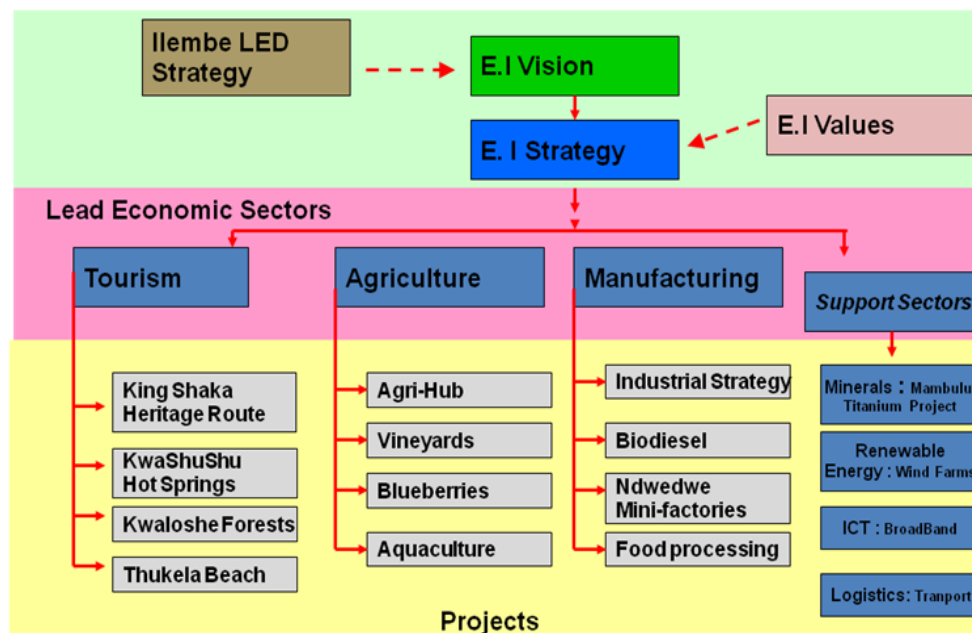


FIGURE 7: Projects and Activities

2.3.6 Agriculture

1) Open Community Farms

The iLembe Agricultural Farms Project are located across the 4 Local Municipalities. Six sites have been identified these sites being Mathonsi, Bulwer, Siyanqoba, Kwahlongwa, Mwandle, Khelelani.

The Objectives of the project;

- To identify 6 subsistence farms and convert them to commercially viable farms.
- To improve the infrastructure on the farms e.g. by providing agricultural equipment and services.
- To identify agricultural co-ops and assist them with capacity building and skills development.

The end goal of the project is:

- To have 6 sustainable and commercial farms in the iLembe District.
- The farms to be producing cash crop for the local and wider district fresh produce market.
- To provide commodities that will be feedstock for the Packaging Processing Facility to be implemented in the District.

2) Agri-Processing Hubs

The iLembe Agro-processing Hubs Project is located across the 4 Local Municipalities. Green houses will be erected on 4 sites, namely Mathonsi, Bulwer and two additional sites in Ndwedwe and Maphumulo respectively.

The Objectives of the project;

To design, erect and commission in each of the local municipalities a hydroponic greenhouse with co-operative driven management with each greenhouse being 2500m² in size. The vegetables to be grown will include: tomatoes, cucumbers, mixed herbs and baby vegetables.

The end goal of the project is:

- Produce 1st grade tomatoes, cucumbers and green peppers.
- Identify suitable markets for the produce
- Supply export quality product to world markets.
- Create community-ownership structures for each of the 4 sites for the benefit of the community.
- Create at least 15 permanent jobs at each of the sites.
- Build sustainable market linkages, linking producers to export agents or buying agents.
- Develop a pack house/processing facility for value adding.

3) iLembe Vineyards

The objective of the project is to plant and harvest vines with the intention of producing some or all of the following i.e. wine, brandy, juice and the production of table grapes.

Villard Blanc has been identified as a grape cultivar that is ideal for the coastline of KwaZulu-Natal as it is resistant to humidity. Attributes of this cultivar are as follows: (Note that these attributes are from practical experience with Villard Blanc vineyards planted in the Western - and Northern Cape provinces):

- It is highly fertile (can produce large crops).
- Natural vigorous growth (requires relatively low fertilizer application, if any)
- It can be cultivated on own roots, but the best performance has been noted with grafted vines. The rootstock 101-14 Mgt is recommended.
- Fairly disease resistant, especially with regards to Downy Mildew (it is
- susceptible to powdery mildew) – thus crop protection will be necessary.
- Suitable for winemaking as well as distilling purposes, there are however certain challenges according to literature.

The iLembe Vineyards project is an agro processing business with an Agri tourism component. It takes 3 years for vineyards to be planted before they can be harvested. The ultimate goal of the project is to capitalise on the catalytic effect of a vineyard, and the ability to create economically viable projects and industries supporting and surrounding the vineyards.

2.3.7 Tourism

a) King Shaka Heritage Route

This project is being implemented by KwaDukuza Local Municipality and includes the upgrade of existing sites on the King Shaka Heritage route by providing further infrastructural facilities i.e. ablution blocks, parking, park benches, fencing, directional signage etc.

b) KwaLoshe

This project is being implemented by Ndwedwe Local Municipality and includes an Environmental Impact Assessment and Designs for the Kwaloshe Forest. A service provider has been appointed and the community consultative process is underway, site visits have also been undertaken in order to investigate the various possibilities in terms of attractions.

c) KwaShuShu Hotspring

This project is being implemented by Maphumulo Local Municipality and includes the detailed planning, design and the provision of services to open up investor opportunities for hotel/lodge/campsite around KwaShushu Hotspring. A project steering committee is in place and

iLembe was been requested to assist in the drafting of a TOR for the appointment of a Service Provider. TIKZN will assist in developing and packaging the project. The legal ownership and extent of the land is currently being investigated.

d) Establishment of Beach Facilities at Tugela Mouth

The project involves establishing beach recreational facilities at the uThukela Mouth Beach which among others include: Road access and parking area, braai facilities, picnic facilities, kiosks, arts and crafts facilities, ablutions, boardwalks, etc. The objective of this project is to create adequate secure beach facilities to encourage visitors to the area in support of tourism. A basic EIA has been submitted to DAEA, municipality awaiting approval before further work can commence.

In addition:

- The King Shaka Heritage Route is in the process of being revived and sites are being upgraded through funding received from the Corridor Development Fund
- A North Coast Birding Route is in the process of being established
- Facilitation and co-ordination of hinterland tourism nodal development around potential attractions is ongoing
- The promotion of attractions, culture, arts, crafts is ongoing though various marketing and promotional efforts i.e. through travel exhibitions, visitor and activity guides, linkages with Durban Tourism and Tourism KwaZulu-Natal and the Zululand Birding Route.

2.3.8 Manufacturing

a) iLembe Biodiesel Project

The Project will be located on a site still to be identified in one of the four Local Municipalities. The Bio Diesel Processing Facility and Moringa Tree Planting Project involves the planning, construction and operation of a sustainable, community based rural bio diesel production facility.

The scope of supply of the project entails the following activities, namely:

- To Construct and commission a self contained bio diesel production facility producing a minimum 25 000 L per month of high quality bio diesel from suitable feedstock. The facility will be self contained and capable of producing its own power and water. This facility will be built to allow for the expansion of the plant to go up to 3million L per annum. Once the Moringa Project is operational, a few modules will be added to this facility reaching the 3 million liters annual output.
- To Provide a suitable supply of feedstock oil to the bio diesel production facility
- To Provide a suitable off-take source for bio diesel produced from the facility
- To Provide technical expertise to commission, train and assist local community in the operation of the bio diesel facility.

The Bio diesel facility project (together with the Moringa Project) aims to:

- Create a mechanism for sustainable economic development and wealth generation for rural communities.
- Create a platform for the integration of small scale producers into the existing petrochemical, agriculture and transportation industries.
- Encourage real broad based black economic participation in both the emerging bio fuels industry as well as in the established petrochemicals industry.
- Act as a mechanism to initiate regional common infrastructure development e.g. roads and off grid electrical supply.
- Provide an avenue for base level farming as well as high-level engineering and management training and skills transfer to participating local community members.
- Provide a vehicle for improving the food security and crop diversity of participating communities through the access to cheap fertilizer and animal feed by products generated by the bio diesel production unit.
- Provide the stimulus to the development of secondary industries e.g. soap making, anti-freeze manufacturing, off-grid electrification schemes via the utilization of the bio diesel production unit by products.

- Provide a mechanism to prove the viability of medium scale community based bio diesel projects so as to facilitate private sector investments in future CPPP bio diesel projects.

2.3.9 Broadband Project Retail/Services/ICT

The broadband Project aimed to capitalise on the recent live launch of Seacom undersea fibre optic cable on the north coast. iLembe District Municipality currently holds a private Telecommunications network License, which can be used to provide more affordable telephony and internet access to Government institutions and community facilities in the district. A feasibility study was completed and highlighted the benefits to rural communities in terms of access to telecommunications, access to markets and increased digital capacity. The objective of the pre-feasibility was based on the objectives as set out in IDM's Integrated Development Plan (IDP) which aimed at promoting local economic development, and expanding Broadband to rural communities, this would ultimately in turn, reduce the socio-economic gap between the rich and poor areas. Broadband would also bring big businesses closer to markets, connect to rural communities and make telecommunications more affordable for iLembe's residents.

2.3.10 Industrial Development Strategy

The aim of this project was to proactively identify land for future industrial development, package the opportunities for industrial development and initiate the implementation of the development opportunities. The project is an attempt by the District Municipality to facilitate the development of optimally located, modern industrial sites drawing global interest, throughout the District.

This is aimed at creating an immediate supply of industrial land as an incentive to attract new investors. The primary objective is to provide a spatial imprint of the District's development vision, objectives and strategies as contained in the IDP, SDF & LED Strategy by spatially identifying and securing specific suitable land/sites for new industrial estate.

a) Current and Future Planning

With the Dube Tradeport and King Shaka international airport so close to our boundary, opportunities for engagement with members of the international business fraternity will now become more prevalent, and iLembe District Municipality will ensure that the opportunities for inbound investment be made available to our entry premiers through the newly established iLembe Chamber and Commerce and Industry. Such economic opportunities include the King Shaka international airport and the **Dube Tradeport**, as well as macro-economic developments like the Blythedale Coastal Resort, Nonoti and similar resorts, KwaShushu Hotsprings in Maphumulo, Titanium Mining in Maphumulo and Kwaloshe Forest tourism in Ndwedwe.

Within our region, we have is exploring avenues to create additional jobs for people who live in townships close to industrial areas, through the formulation of an **industrial development strategy**, which will highlight the types of industries available and their proximity within the region. This will attract investors who may be interested in setting up factories in our district, which will create work for those out there who wish to take up this opportunity. The District Municipality also reviewing it's **investment incentive strategy** to guide people to our region, as well as an informal economy strategy, which will help small medium and Micro enterprises develop themselves to a level whereby they can take advantage of opportunities given to the bigger companies within our region.

Business Retention and Expansion is also key to the vision of the District and to this end we are partnering with the IDC and iLembe Chamber to roll out an Business Retention and Expansion programme in the District. The promotion of trade and investment is ongoing as we continue to partner with stakeholders such IDC, TKZN and TIKZN to attract investment into the region.

2.4 SPATIAL REALITIES

The prevailing settlement structure is influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east-west linkages and the particular opportunities of the coast. The main urban and economic settlements of the District are located along the R102 and north-south rail linkage occurring in particular at the main intersections of R102 with the R614 and R74. This includes the development of Tongaat (located outside of the District) in the south, Groutville, Stanger, Darnall and Mandeni/Isithebe in the north.

Peri-urban settlements have emanated from the urban centres in the District with emerging rural settlements occupying many of the areas west of the commercial agricultural activities. The more inaccessible areas of the west are mostly occupied by a series of low density rural settlements.

Coastal settlements situated in accessible areas along the coast have until recently been relatively small and limited, but increased focus on tourism and associated residential accommodation have resulted in a substantial increase in these developments.

Physical and social support services and facilities are in general mainly located in the urban centres, including the peripheral centres of Ndwedwe and Maphumulo. Smaller existing commercial and light industrial developments are largely of local significance.

Commercial agricultural activities take up the major portion of the District, substantially located in the flatter eastern parts of the District. Relatively minimal diversification has taken place and activities relate mainly to the growing of sugar cane. The majority of the agricultural developments in the western parts are traditional subsistence farming activities.

The following spatial characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- Ranging from sea level to approximately 1000m above sea level, topographic conditions that range from flat and softly undulating in the east to steep and fragmented in the west have a significant impact on the existing and future development of the area.
- While the coast offers significant opportunities for tourism, the topographic conditions in the west include substantial areas of dramatic and scenic rural conditions that have largely remained unused however
- Topographic conditions influence road and rail linkages substantially.
- Movement and accessibility has a significant impact on the urban and economic development of the area with most of the urban and economic development taking place in the vicinity of the major linkages in the east and along the coast.
- Since much of the remainder of the flat coastal band is utilised for commercial agriculture, semi-rural and rural settlements are largely confined to the western parts.
- Peri-urban development has taken place in the vicinity of major access corridors and economic development nodes.
- There is a substantial concentration of economic, commercial, manufacturing and industrial activities around the major linkages in the eastern part of the District.
- Significant settlement densification has taken place in the vicinity of major access roads and local nodes throughout the District.

More information on the spatial restructuring of iLembe District is discussed under Chapter 4 of this document and expanded within the attached Spatial Development Framework.

2.5 ENVIRONMENTAL MANAGEMENT

With the vision to be a world class African Destination with Excellent Services and quality of life for its people, the iLembe District Municipality is committed to promoting sustainable development as a balance between social, economic and environmental spheres. iLembe District Municipality recognizes the need to preserve its precious environment so as to ensure that future generations' needs are not compromised, and has taken various steps in striving to be a sustainable district municipality.

The iLembe District is the smallest district within Kwa-Zulu Natal and in between uThungulu District and eThekweni Metro Council. The District lies along the coastal region of the province

hence it is characterized made up of a number of unique natural environments, including the coastal forest and dune areas in the east, the remaining natural vegetation of the coastal flats, the vegetation of the incisive river valleys and steep topography with its associated fauna in the west. These environments are, however, under threat from a variety of human activities.

In understanding the district region one needs to be broad based informed, understand the historic and current environment and development issues that shaped this district. In terms of institutional governance within the region, iLembe recognizes the importance of protection of its environmental assets and does acknowledges that in order to articulate the vision of the region while still committed to sustainable development, a number of action have to be taken hence:- has developed the strategic environmental atlas, is in the process of developing the environment management framework and strives to cooperatively function with all three spheres of government.

iLembe District Municipality recognizes Environmental Management as imperative in achieving the mission of the district, and strives to overcome challenges to fill in the gaps of the past. To date, the iLembe District Municipality has developed a Strategic Environmental Atlas, Integrated Environmental Plan (2007), Spatial Development Framework and Environmental Mission and Goals. All of which are in line with relevant Government Guidelines and legislation such as the National Environmental Management Act (No. 107 of 1998), the White Paper on Environmental Management (1998) and the DEAT Series on Integrated Environmental Management (2004). This chapter was informed by DAEA&RD's IDP Analysis as well as an IDP Gap Analysis meeting held with DAEARD representatives.

2.5.1 iLembe District Municipality Environmental Mission and Goals

With the aim of developing a district level Environmental Policy, the iLembe District Municipality has developed an Environmental mission and goals, which is the start point. The Environmental Policy will then be subject to adoption with the intention of it forming the districts by-laws.

Key objectives: Sustainable development, Protection of environmental assets

Mission Statement:

"To be a world class African destination, with excellent services and quality of life for its people while building partnerships to promote sustainable development and growth, and maintaining a value system of equity, integrity and sustainability."

Objectives

- a) To preserve and protect the natural environment through the application of appropriate conservation management.
- b) To protect natural resources and use the natural resource base available in the district in a sustainable manner.
- c) To maintain and preserve a pristine environment.
- d) To promote and support development in the region which is sustainable and not harmful to the environment.
- e) To minimise further loss of natural habitat to protect the ecosystems functionality by assuring that all development complies with pertinent legislation.
- f) To be fully compliant with National and Provincial legislation as a local government entity.
- g) To promote equal access to environmental opportunities and promote equity in service delivery.
- h) To promote integration between social, economic and environmental spheres of development.
- i) To promote development that meets the needs of our present generations while not compromising the natural environment's ability to provide for future generations.
- j) To maintain an environment that is not harmful to the health and well being of our people by protecting the environment through legislative measures.

2.5.2 Environmental Management Policies and Plans

iLembe District Municipality takes cognizance of pertinent legislation and frameworks, of which the National Environmental Management Act serves as the general framework within which environmental management and implementation plans must be formulated (NEMA, 1998). The National Environmental Management Act (NEMA) (107 of 1998) Principles.

The principles of NEMA which influence policies and programmes are as follows:

- 2) Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.
- (3) Development must be socially, environmentally and economically sustainable.
- (4)
 - (a) Sustainable development requires the consideration of all relevant factors including the following:
 - (i) That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
 - (ii) That pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
 - (iii) That the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimised and remedied;
 - (iv) That waste is avoided, or where it cannot be altogether avoided, minimised and re-used or recycled where possible and otherwise disposed of in a responsible manner;
 - (v) That the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource;
 - (vi) That the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
 - (vii) That a risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and
 - (viii) That negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied.
 - (b) Environmental management must be integrated. Acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.
 - (c) Environmental justice must be pursued so that adverse environmental impacts shall not be distributed in such a manner as to unfairly discriminate against any person, particularly vulnerable and disadvantaged persons.
 - (d) Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human well-being must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination.
 - (e) Responsibility for the environmental health and safety consequences of a policy, programme, project, product, process, service or activity exists throughout its life cycle.
 - (f) The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding skills and capacity necessary for achieving equitable and effective participation and participation by vulnerable and disadvantaged persons must be ensured.
 - (g) Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognizing all forms of knowledge, including traditional and ordinary knowledge.
 - (h) Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.
 - (i) The social, economic and environmental impacts of activities, including disadvantages and benefits must be considered, assessed and evaluated and decisions must be appropriate in the light of such consideration and assessment.
 - (j) The right of workers to refuse work that is harmful to human health or the environment and to be informed of dangers must be respected and protected.
 - (k) Decisions must be taken in an open and transparent manner, and access to information must be provided in accordance with the law.
 - (l) There must be intergovernmental co-ordination and harmonisation of policies, legislation and actions relating to the environment.
 - (m) Actual or potential conflicts of interest between organs of state should be resolved through conflict resolution procedures.
 - (n) Global and international responsibilities relating to the environment must be discharged in the national interest.
 - (o) The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the people's common heritage.
 - (p) The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.
 - (q) The vital role of women and youth in environmental management and development must be recognised and their full participation therein must be promoted.
 - (r) Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

FIGURE 8: Principles of NEMA

The White Paper on Environmental Management forms the foundation for policy development in South Africa and has the following policy directives:

- a) Development must be sustainable so that the needs of the present generation are met without compromising the ability of future generations to meet theirs;
- b) Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human well being must be pursued, and;
- c) Decisions must take into account the interests, needs and values of all interested parties, including recognizing all forms of knowledge, including traditional and general public.

2.5.3 The Department of Environmental Affairs and Tourism Series on Integrated Environmental Management (2004)

The DEAT information series ranging from 0-16 provides a guide for several tools and plans which constitute integrated environmental management (IEM) in South Africa. In South Africa, IEM was originally described as a particular procedure, but is currently referred to in a literal sense and applied to a wide range of circumstances. The term IEM is meant to indicate an approach that integrates environmental consideration into all stages of the planning and development processes (Council for the environment, 1998, cited in Sowman et al, 1995). According to Margerum and Hooper (2001) IEM is a holistic approach to environmental planning and management that encourages the consideration of broad social and environmental interconnections. The iLembe District Municipality approach to integrated environmental management is guided by the following principles:

- i) Accountability and responsibility*
- ii) Adaptive*
- iii) Alternative options*
- iv) Community empowerment*
- v) Continual improvement*
- vi) Dispute Resolution*
- vii) Environmental Justice*
- viii) Equity*
- ix) Global Responsibilities*
- x) Holistic decision-making*
- xi) Informed decision-making*
- xii) Institutional co-ordination*
- xiii) Integrated approach*
- xiv) Polluter Pays*
- xv) Precautionary approach*
- xvi) Rigour*
- xvii) Stakeholder engagement*
- xviii) Sustainability*
- xix) Transparency*

2.5.4 The National Framework Document, Strengthening Sustainability in the Integrated Development Planning Process (2002)

When conducting the IDP process, iLembe District Municipality paid heed to the National Framework for Strengthening Sustainability in the Integrated Development Planning Process which aims to provide a broad understanding of the potential linkages between sustainability and IDPs within the developmental and legislative context of South Africa. It focuses on ways in which sustainability principles can be integrated into IDPs through the application of various environmental management tools so as to improve decision-making and implementation. In addition, various key questions are presented to provide ideas on sustainability issues that need to be considered in each phase of the IDP process (DEAT, 2002).

iLembe District Municipality has made much progress in the development of policies and frameworks despite the challenges faced.

2.5.5 Strategic Environmental Atlas

The Strategic Environmental Atlas was developed. The SEA incorporates a sensitivity analysis which is a decision support tool for integrating systematic conservation planning principles into spatial planning within protected areas. The process has grown in response to the requirements of the Protected Areas Act which indicates that future management actions within protected areas is undertaken within a defensible, transparent and biodiversity driven framework. This sensitivity analysis identifies various underlying concepts such as habitat value, landscape sensitivity and systematic conservation planning.

2.5.6 Integrated Environmental Programme (2006)

The iLembe District Municipality IEP is currently under review and forms the baselines for future policy and plan development, acting as a prescription. The IDP process requires the generation of an Integrated Environmental Programme (IEP) as a Sector Plan during the Integration Phase of the IDP. Therefore all Municipalities are required to formulate an IEP to ensure that environmental considerations are integrated with the final outputs of the IDP. In this regard, the iLembe District Municipality commissioned GAEA Projects to compile an IEP. The purpose of the IEP is to provide a Municipality with a decision support tool to evaluate its outcomes in terms of its environmental implications. The IEP should contribute to a healthy environment by ensuring that strategic environmental issues are identified, as well as potential environmental requirements for future projects are taken into account during decision making.

The issues for iLembe District Municipality as outlined in the IEP can be categorised into the following themes to allow for the determination of a manageable amount of corresponding Strategies:

- a) Legislation
- b) Institutional capacity
- c) Management and conservation of natural resources
- d) Biodiversity
- e) Water resources/ quality
- f) Environmental Awareness
- g) Tourism & recreation
- h) Cultural and historical assets
- i) Catchment management
- j) Waste management
- k) Alien vegetation
- l) Environmental management and monitoring
- m) Health
- n) Land use planning
- o) Service delivery
- p) Socio-economic
- q) Recycling
- r) Agriculture
- s) Coastal management

The following framework provides for a structured scoping exercise that establishes significant environmental issues within the municipality's activities. The purpose of creating the framework is to establish the position of the Municipality with regard to the environment and its core functions in terms of environmental management.

Four key components of a Municipalities activities, products and services are:

1. **Governance Function**
The municipality is responsible for certain powers and functions, policies and projects.
2. **Internal Activities**
The municipality is involved in numerous activities regarding its administration and service delivery. It employs people and owns extensive infrastructure. All these aspects contribute and are related to responsible environmental management and legal compliance.
3. **Services Functions**
Economic development and provision of infrastructure demand effective environmental management practice.
4. **Assisting in the identification and carrying out of Environmental Protection and Conservation Responsibilities**

The municipality has opportunities in which it can contribute to responsible environmental management and the conservation of valuable land.

Essentially the four components mentioned above allow for a structured exercise to determine the impact the activities, services and products have on the environment and allow for the development of strategies for the themes identified.

2.5.7 Environmental Management Framework

The iLembe District Municipality has secured funding from DAEA&RD for an Environmental Management Framework which is currently at stage of appointment of service provider. The EMF is envisaged to close all gaps and be an in-depth framework focusing on areas of concern in the district. The diagram below refers to EMF at the local level and incorporates private partnerships, local government, society and regional and national governance integrating for the purposes of governance, services, own activities and conservation.

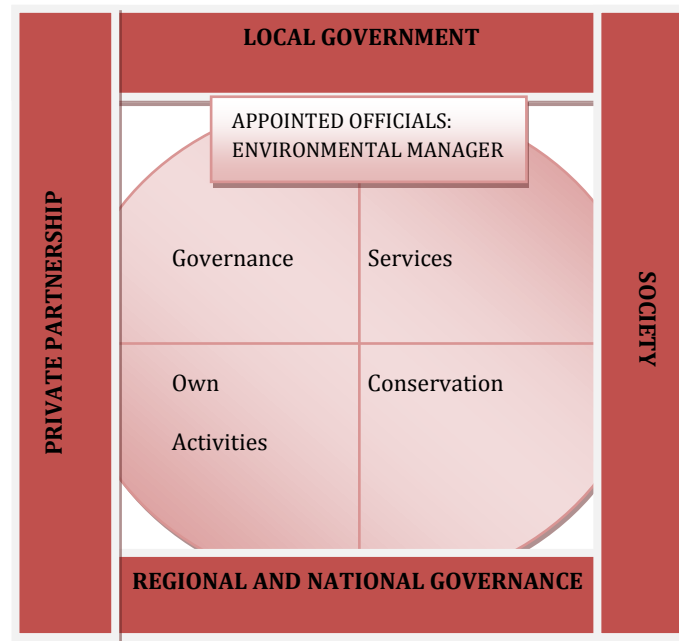


FIGURE 9: Environmental Management Framework Baseline

The appointed service provider is to assist the IDM and DAEA&RD, as well as other sector departments to develop an EMF for the district of iLembe, which will include a Status Quo report and a Strategic Environmental Management Plan, categorizing areas into environmental management zones. The following is included in the Terms of Reference for the EMF. The IDP highlights various environmental characteristics, issues and challenges impacting on the future development of the iLembe District. These include conservation, rehabilitation and management of protected areas and appropriate usage of environmental opportunities.

2.5.7.1 Environmental challenges and social informants

The following are the main **environmental challenges and social informants** for the iLembe region:

❖ **Environmental legislation**

The District Council is to perform, in terms of compliance of environmental legislation, certain activities where those mandates are managed by the local authorities. Hence the local authorities are able to manage environmental issues more effectively given proper infrastructure and adequate human capacity.

Key Impacts

The local authorities are responsible for both spatial and development planning. Due to the number of challenges within the local authorities and at district level, such as waste disposal, water shortages and lack of human resources, institutional relationships are negatively affected.

Strategies

- The IDM to establish and confirm the environmental roles and responsibilities assigned to itself and the local municipalities, and to ensure an awareness of the roles and responsibilities to be carried out between itself and its local municipalities throughout the district.
- The IDM to facilitate the increased awareness of municipalities' environmental obligation, roles and responsibilities, as well as the access to relevant environmental legislation and guidance.
- The IDM to ensure the co-ordination of implementing and responding to environmental legislative requirements throughout the district.

❖ ***Water Resources, quality***

The presence of the Tugela, Umdloti, Emona, Tongati, Umhlali and Umvoti river systems marks as important catchments.

Key Impacts

- There is encroachment into district river system and wetland. While DWA and DAERD play major role in enforcement.
- Waterborne diseases are impacting on the health of communities that rely directly on the river systems for their water supply.
- Wetlands are particularly vulnerable in the region as they are continuing to be replaced by development that is taking place. They are under severe, inappropriate development pressure, which has characterized the history of Wetland depletion. Wetlands – being impacted on by forestation and cultivation.

Strategies

- The District council must assume the role of monitoring, monitoring of development scope and scale versus availability during and after construction.
- The IDM to facilitate the establishment of formal Catchment Management Forums in association with DWAF.
- Sand winning is degrading river systems. There are unregulated sand-winning activities taking place in the district that are having a negative impact on the rivers in the coastal area. At present there is little communication between relevant authorities, with little or no responsible control and management of sand-winning. There is very little strategic guidance available for the management of sand winning in the District.
- In many areas, there is poor water supply and sanitation, and poor water quality.

❖ ***Soil erosion***

Due to unsustainable farming methods (over-grazing, lack of proper fire management), there is the great concern to both agriculturalist, environmentalist and land use specialist.

Key Impact

- Within rural areas, management of agricultural lands is best accomplished through education, while urban development should reduce erosion within sites under construction by effective management procedures during construction phase.
- It is not considered possible to avoid areas of highly erodable soil . planning procedures should allow for the sanitation of land from development where: soil structures and proximity to significant environmental assets e.g river wetland, beach. This may result in environmental degradation as a result erosion.

Strategies

- The development of conserved or sensitive areas should be precluded unless strong motivation can be provided by the applicant to show the ecological integrity will not be compromised and that such development will enhance and promote the area.
- The spatial representation and prioritisation of conservation areas should be reviewed. Adding to this spatial representation should be a possible linking of such areas to provide

the district open space system that representative of various ecological principles as well as relict systems within the region.

- Management systems should be adopted and implemented holistically by the council.
- The IDM to formulate a Spatial Development Framework which include:
 - ✓ a land use policy guide: desired land use patterns
 - ✓ spatial recognition and reconstruction including the conservation of the natural and built environment
 - ✓ the identification of areas in which particular types of land use should be encouraged or discouraged, and the identification of areas in which the intensity of land development can be increased or reduced etc
 - ✓ A spatial indication of desired spatial form from an environmental consideration and basic guidelines.
- The IDM must incorporate the following objectives into the development of its LUMF:
 - ✓ integration of conservation principles into planning process
 - ✓ promotion of desirable development in keeping with important environmental features and ecological processes
 - ✓ restriction/ management of ecologically harmful development
 - ✓ strict control of development in as yet undeveloped areas
 - ✓ protection of ecologically sensitive features such as lagoons, lakes and estuaries, together with the natural processes governing their functioning.

❖ ***Municipal Capacity & Interaction***

- From that mentioned above, it is clear that ILembe municipality has a number of environmental attributes that ideally require management by the municipality to some degree.
- Limited resources and other priorities have not allowed for the capacitating of the municipality internally with respect to environmental management.
- Limited communication between local municipalities and the district municipality lead to potential conflicts in planning, development and management of the district as a whole.

Key Issue Impacts

- Limited environmental awareness and capacity.
- Limited environmental by-laws.
- Environmental guidelines and policy is currently lacking.
- Environmental monitoring and compliance must be carried out.
- Limited communication between local municipalities and the district municipality.

Strategies

- The IDM to create environmental management expertise within the district to ensure co-ordinate environmental management at a district level as well as assistance to local municipalities.
- The IDM to provide capacity building programmes to all relevant officials and councillors within the DM and the LMs. Of particular importance are skills required at a local level regarding development and planning.
- The IDM to facilitate the access to relevant Departments and Service Providers through organised networks and structures, as well as the access to relevant environmental management tools like guideline documents.
- The IDM municipality should support, acknowledge and strengthen working relationships and cooperation with established organisations like the Lower Tugela Soil Conservation Group and the Simunye Forum.
- Structures and procedures be set up to ensure the integration of environmental resource management into land use planning, infrastructure planning, transport planning and economic development strategies.

❖ ***Waste Disposal facilities***

- There is a limited waste disposal management.
- There are limited solid waste disposal sites.

Key Impacts

- Lack of coordination of waste disposal management leading to pollution of natural resources.

- Lack of capacity for de-sludging VIPs in rural areas.
- Lack of formal solid waste disposal sites leading to pollution of natural resources.

Strategies

- The IDM to ensure the implementation of its Waste Management Plan by ensuring performance indicators are met.

❖ **Health**

- Lack of health facilities in rural areas.
- Lack of awareness in terms of health care.

Key Impacts

- Pesticide poisoning of farm workers often not reported.
- Dog and cat bites cause some cases of rabies.

❖ **Vegetation**

- Grasslands are important for grazing.
- Dune and especially Coastal forests are high in biodiversity.
- Dune vegetation protects the coastal forest from salt spray.
- Areas of high agricultural potential.

Land Use Impacts

- Fragmentation of grasslands due to agricultural changes and forestry leading to a loss of habitat and species isolation.
- Grassland biomes – under threat due to forestation, development and cultivation.

Strategies

- Within the IDM LUMF greater consideration should be given to building in ecological linkages into existing ecology as well as prioritising the formalisation of conservation areas to protect vegetation and natural environments.
- The IDM to ensure that spatial planning in the IDM maximises opportunities and minimises environmental threats.
- The IDM establish a District Open Space System to address a number of issues like protected areas and the establishment of corridors, as well as supporting the biodiversity in the District.

❖ **Coastal Resources Management**

- Tourism potential.
- Sustainable livelihood opportunities.
- Development potential.
- Recreational use.

Key Impacts

- The coastal area, which is where tourism activities are concentrated, is becoming increasingly developed and ribbon development forms are degrading the coastal corridor and becoming less attractive.
- Inappropriate development.
- Illegal 4x4 uses on beaches.
- Illegal fishing.
- Theft occurring on beaches discourages tourism and local public use of beaches.

Strategies

- The IDM needs to prioritise and facilitate the maintenance and protection of the natural character of the coast. In particular the LUMF should aim to protect the ecologically sensitive coastal features.
- The IDM should strive to protect the quality of inshore waters of the coast.
- The IDM should facilitate diverse recreational opportunities on the coast for residents of the region and the tourists. This could be done through a CMP and the SDF.
- Within its LUMF the IDM should promote sustainable forms of economic development that are associated with the coast.
- The IDM should incorporate mechanisms that prevent unnecessary location of development within the coastal zone as well as development in high risk areas.

- Awareness within the District Municipality and the Local Municipalities needs to be facilitated by the IDM regarding the soon to be promulgated Coastal Management Act.

❖ **Fauna**

- The presence of Red Data Species should be determined.

Key Issue Impacts

- Decrease in numbers of animals due to exploitation and habitat loss.
- Uncontrolled and illegal hunting will negatively affect the sustainable utilisation of faunal species

❖ **Sites Of Conservation Value**

- There are specific sites of conservation value, i.e. Natural Heritage sites, sites of conservation significance, private game reserve, biosphere reserve.
- There is the potential to develop ecotourism ventures.
- Existence of formal conservation areas.

Key Issue Impacts

- Loss of sites due to mismanagement/ lack of appropriate protection.
- Lack of biodiversity information within tribal areas.

❖ **Cultural Resources**

- There are important cultural resources within the ILembe municipal area, however, not all areas have been investigated.

Key Issue Impacts

- Damage and loss of cultural resources.

2.5.8 The IEP (2006) identifies the following issues for each local municipality and the IDM:

• **iLembe District Municipality**

1. Loss of indigenous vegetation.
2. The municipality accommodates a number of natural assets which are often not conserved, are unprotected and destroyed.
3. Protection of key habitat areas.
4. Protection of ecological links, particularly along the coastline.
5. Conservation of existing indigenous vegetation.
6. Conservation, retention and rehabilitation of coastal dune forest.
7. Potential threat of ribbon development.
8. Major housing plans for Zimbali to northern boundary of eThekweni Metro which would impact on an important green wedge and have possible implications for beach recreation.
9. Erosion protection.
10. Coastal and inland linkages need to be developed.
11. Majority of Ndwedwe and Maphumulo have the highest development pressure but also highly sensitive. Pressure threatens the ecological value which remains in the area.
12. The IDP mentions that other issues such as the impact of inadequate waste management on the environment, poor air quality, water pollution resulting from ineffective and less formal sewage systems will be assessed and addressed in greater detail in the Integrated Environmental Programme (IEP).

a) Mandeni Local Municipality

1. Preparation/ refinement of EMP for the municipality
2. Recycling programme and buy-back centre
3. Diversification of agriculture
4. Preparation of Tourism development plans
5. Preparation of development plan for the coastline
6. Awareness campaign for recycling waste
7. Poor water quality in rural areas
8. 4x 4 bans

b) KwaDukuza Local Municipality

1. Coastal management - Beach recreational use and launch sites development and upgrade projects identified as important.
2. Social and economic development
3. Water & sanitation - appropriate sanitation needed.

c) Ndwedwe Local Municipality

1. Provision of water supply and sanitation services.
2. Establishment of a Solid Waste Disposal site.
3. The SDF identifies primary and secondary open space system which includes all major river valleys such as Umdloti, Emona, Tongati, Umhlali and Umvoti rivers, areas like Ozwathini, Nhlalakazi and other mountains, the dramatic cliff face in the west of the municipality etc, plus all local tributaries and areas of natural vegetation. The local open space system should be integrated with both a district-wide open space system covering iLembe and the D'MOSS of the Metro.

d) Maphumulo Local Municipality

1. Provision of water supply and sanitation services.
2. Agriculture
3. The municipality has rich natural resources that are significant conservation sites in the district e.g. indigenous forest. Conservation efforts should be applied to those areas including the floodplains on river tributaries.
4. Promote bio-diversity and environmental sustainability.
5. Develop sustainable waste management practices.
6. Recycling programme and buy-back centre.
7. Awareness campaign for recycling waste.

The deliverables for the iLembe District Municipality EMF are:

- ❖ Draft Environmental Status Quo Report
- ❖ Final Environmental Status Quo Report
- ❖ Draft Desired State of the Environment
- ❖ Final Desired State of the Environment
- ❖ Environmental Management Zones
- ❖ Draft Strategic Environmental Management Plan
- ❖ Final Strategic Environmental Management Plan
- ❖ Draft Environmental Management Framework and SEMP.
- ❖ Final Environmental Management Framework (EMF) and interactive GIS.
- ❖ Action plan(s) for the implementation and monitoring of the EMF.
- ❖ Glossy summary report.
- ❖ Before the IDM EMF is handed over to the Department, the service provider must prepare the training manual and provide GIS training to officials of DAEA&RD and IDM.
- ❖ Power Point presentation of the outputs of the project a copy must be available to the project team.
- ❖ The service provider is required to provide electronic copies and hard copies of all draft reports and final reports/documents to DAEA&RD, IDM and any other relevant stakeholders (as identified by the PSC)
- ❖ All GIS spatial information must be provided in three (3) external portable devices.

2.5.9 Spatial Development Framework

iLembe District Municipality adopted SDF in June 2010. The iLembe district's Spatial Development framework is the highest level Spatial Development Framework on a municipal level. The SDF is followed by the Regional Spatial Development (RSDF) in the hierarchy of plans. Because a SDF is drafted for the entire Municipality, its proposals are broad-brush, giving overall direction to spatial development within a municipal area. It is therefore intended to coordinate and integrate spatial

development. The Spatial Development Framework is a process through which municipalities prepare a strategic spatial development plan for a five year period in order to assist in the execution the Integrated Development Plan (IDP).

Furthermore every municipality should have an SDF in place to deliver the following benefits:

- It will ensure more effective use of scarce land resources.
- It will speed up delivery of spatial bound projects and services.
- It will attract additional external funds where it is needed.
- It will strengthen democracy and institutional transformation.
- It will promote intergovernmental coordination on spatial issues.
- It will provide guidance to more detailed Land Use Management Systems

2.5.10 Meetings with the Department of Agriculture, Environmental Affairs and Rural Development.

iLembe District Municipality has been meeting with DAEA&RD on a one-on-one basis for the purpose of policy development. These meetings were scheduled in order to determine a way forward in the development and implementation of policies needed and unique to the iLembe region. Several meetings have taken place and will continue as it facilitates the progress taking place and will continue monitoring and obtaining guidance from the DAEA&RD.

An IDP Environmental Gap Analysis was also done between iLembe District Municipality and the DAEA&RD. This meeting between the iLembe District Municipality and the DAEARD was scheduled in order to identify environmental gaps within the Integrated Development Plan of IDM, and to obtain advice from DAEA&RD on how best to rectify these shortcomings.

2.5.11 Promotion of Environmental Assessment

iLembe District Municipality through its several decision making tools which aid in the evaluation of development applications, for example, Environmental Impact Assessments and Basic Assessments received implements a number of development and water and sanitation projects that undergoes EIA and scoping. Environmental Assessments are informed by the principles underpinning Integrated Environmental Management. The IDM implements water and sanitation projects on a continuous basis. The management of the environmental impacts associated with these projects need to be strengthened. There is a proposed directive that will, if approved, ensure that this element of projects is well managed and achieves the maximum compliance and sustainability of service delivery projects thereby reducing human health, safety, environment and other risk factors. iLembe District Municipality promotes the assessment of environmental constraints and mitigation at the planning stage of development as well at the point of inception.

2.5.12 Environmental Health and Safety

The duties that are performed for the fulfilment of the health and safety management system in this Municipality is in accordance with the Occupational Health and Safety Act 1993 (Act 85 of 1993). This Act together with the COIDA Act (Compensation for Occupational Injuries and Diseases Act) has to be implemented for the compensation of any injuries and diseases arising from and out of any matters connected to activities at work.

As the short title explains: To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to provide an advisory council for occupational health and safety; and to provide for matters connected therewith. In summary the Act legally enforces the employer to:

Provide and maintain as far as reasonably practicable, a working environment that is safe and without risk to the health of his employees.

2.5.13 Environmental Capacity

In addressing the issue of environmental capacity within the municipality, iLembe District Municipality has commissioned the help of the DEAT, local support, and also has the Environmental Officer position as a part of the approved iLembe organogram.

2.6 INFRASTRUCTURE DEVELOPMENT REALITIES

The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas needs upgrading and maintenance.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 38% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- The urban areas have proper water borne sanitation systems, but rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- The bulk of the urban households have access to household electricity. Very few rural settlements have this luxury. Electricity provision at schools and health facilities are especially critical.
- Refuse removal is limited to the urban area. Dumping of refuse has become a major problem, particularly in denser rural settlements. This poses serious environmental problems and risks. Efforts are needed to increase people's awareness of the advantages of good waste management practices.

2.6.1 SUMMARY OF BACKLOGS AND ACHIEVEMENTS

Clearly the iLembe District is severely backlogged as far as the provision of infrastructure is concerned. Backlogs are estimated to escalate if programs and projects are not implemented to eradicate these backlogs. From the analysis of current realities it is clear that the rural and traditional areas of iLembe, i.e. Ndwedwe and Maphumulo, are more severely affected by these backlogs especially with reference to sanitation. The topographical features and dispersed settlement pattern of these areas do not make the provision of basic services and infrastructure any easier. The greatest backlog in terms of water provision is in Mandeni and Ndwedwe. The figures for 2010/2011 indicates that backlogs achieved were only in the area of sanitation. This is due to the fact that water projects are still underway and figures for this service will only be available in March 2011. From 2006 to date **127 929 people residing in 25 408 households** have been given access to clean and drinkable water to a basic level of service and **127 913 people residing in 25 430 households** have been provided with basic level of sanitation.

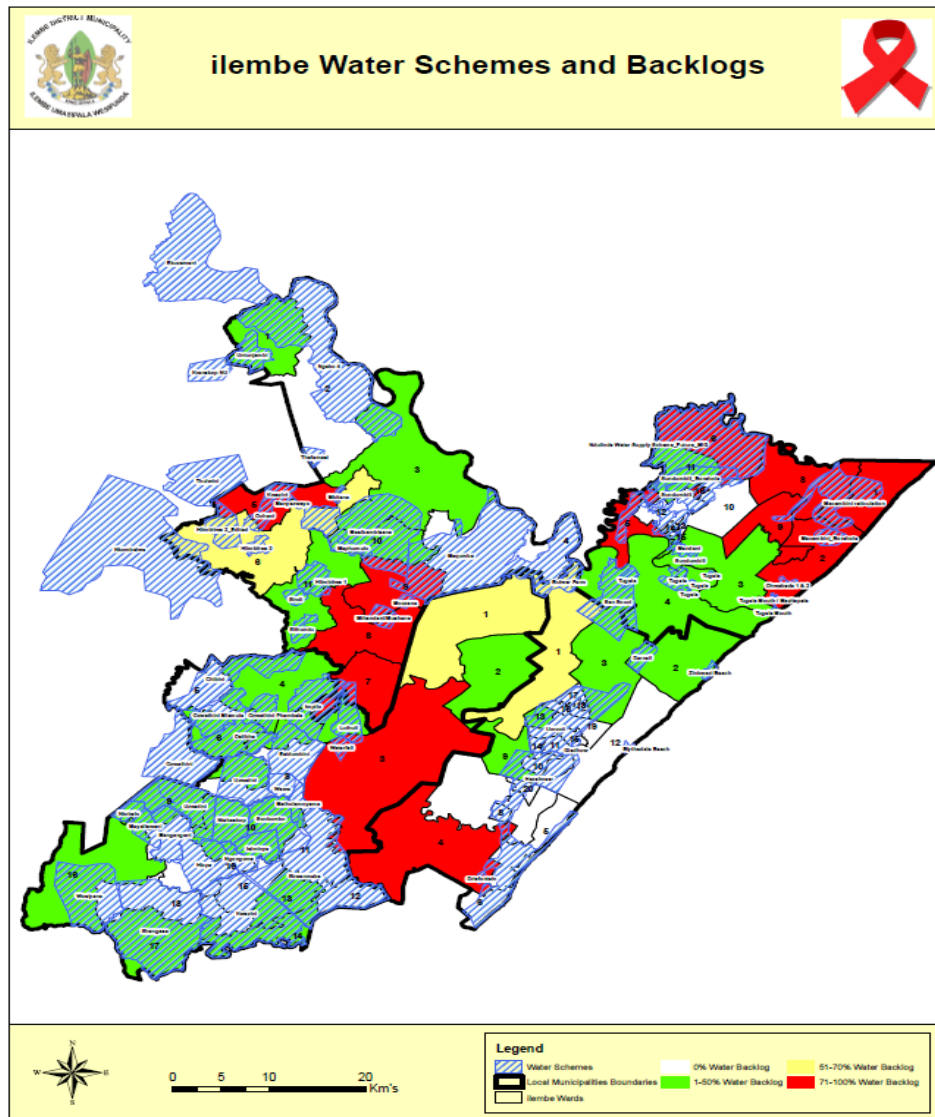
A total capital expenditure on water and sanitation for the 2010/2011 financial year is projected at R122,889,725 of which R83,190,450.16 was certified until January 2011.

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a Five Year Period from 2006/2007 to 2010/2011 for Water & sanitation Service Delivery.

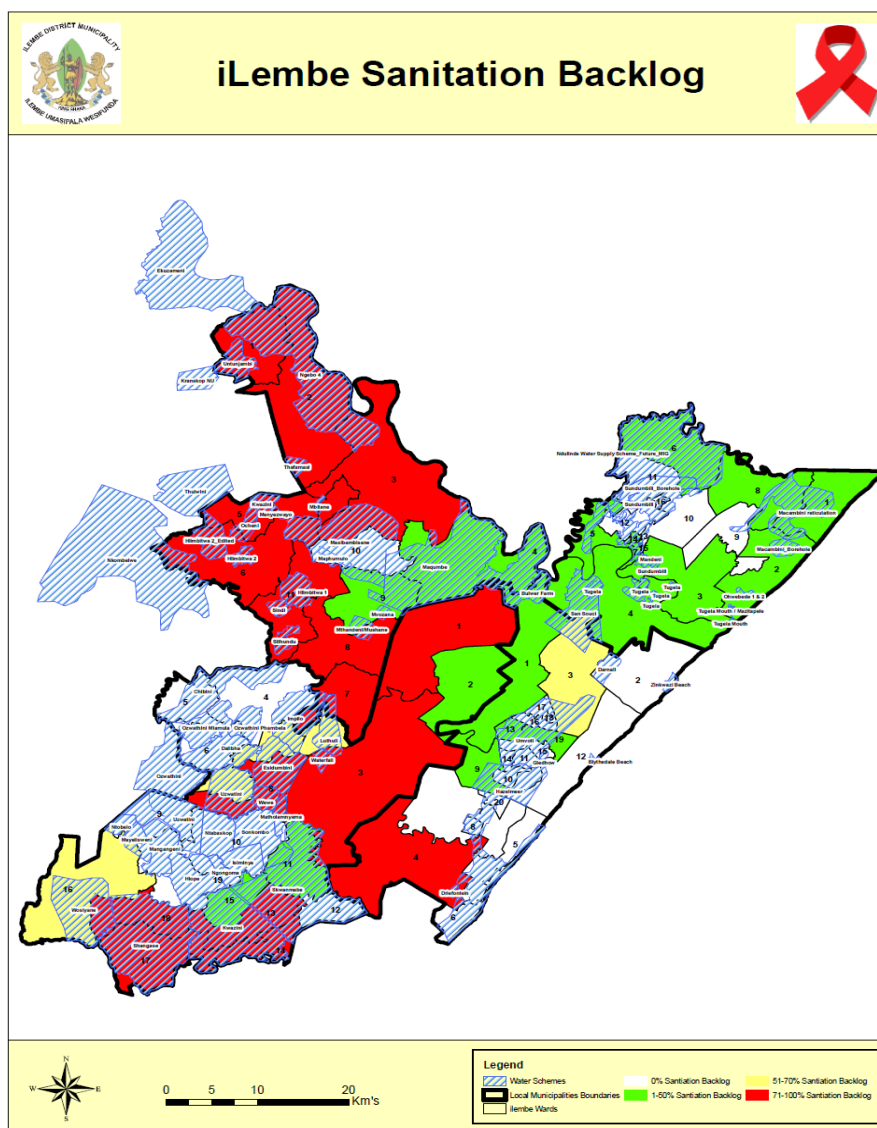
iLembe District Municipality: Backlog Assessment & Achievements to Date									
Local Municipality	Population	Households	2006/07	2007/08	2008/09	2009/10	2010/11	%	Total
Water - Backlog Study Estimates (UWP)									
Mandeni	131,830	37,798	25,913	24,081	23,461	23,081	23,081		
KwaDukuza	252,053	61,084	13,125	12,225	9,725	9,725	9,725		
Ndwedwe	208,447	33,459	15,917	14,236	8,057	7,298	7,298		
Maphumulo	212,909	27,606	21,119	18,709	11,811	10,963	10,963		
Total	805,239	159,947							
H/H without Access to Water			76,074	69,251	53,054	51,067	51,067		51,067
Backlogs			76,074	69,251	53,054	51,067	51,067	67%	51,067
Achievements			400	6,823	16,198	1,987		33%	25,408
% Eradication of Backlogs									33%
Sanitation – Backlog Study Estimates (UWP)									
Mandeni	131,830	37,798	12,491	10,691	10,691	9,841	8,167		
KwaDukuza	252,053	61,084	12,456	12,456	12,456	12,456	12,456		
Ndwedwe	208,447	33,459	22,231	18,061	17,478	14,961	13,258		
Maphumulo	212,909	27,606	25,445	21,977	21,977	21,539	19,686		
Total	805,239	159,947							
H/H without Access to Sanitation			72,623	63,185	62,602	58,797	53,567		53,567
Backlogs			72,623	63,185	62,602	58,797	53,567	68%	53,567
Achievements			6,374	9,438	583	3,805	5,230	32%	25,430
% Eradication of Backlogs									32%
Summary Assessment (Water & Sanitation)									
			2006/07	2007/08	2008/09	2009/10	2010/11		
Total Number of Household Benefitted		6,774	16,261	16,781	5,792	5,230			50,838
Capital Resource Allocation		62,680,000	72,314,000	91,717,000	189,398,400	171,021,000			587,130,400
Average Investment Cost per Household		9,253.03	4,447.08	5,465.69	32,700.00	32,700.00			84,566
Number of People Employed		1,016	2,439	2,517	869	785			7,626
Average Day Rate		50.00	60.00	70.00	75.00	75.00			73,290
Average Employment Investment per H/H		8,019	3,854	4,737	28,340	28,340			76,320
Total Employment Cost		8,148,400	9,400,820	11,923,210	24,621,792	22,232,730			6,952

TABLE 3: iLembe District Municipality- Backlog Assessment & Achievements to Date

The current water schemes and sanitation backlog in the District is depicted on the plan below:



MAP 3: Ilembe Water Schemes & Backlogs



MAP 4: iLembe Sanitation Backlog

The respective tables that follow depicts the backlogs and achievements for the respective Local Municipalities over the said period and highlights the relevant Wards.

Water and Sanitation Backlogs per Local Municipality

Mandeni Backlogs and Achievements

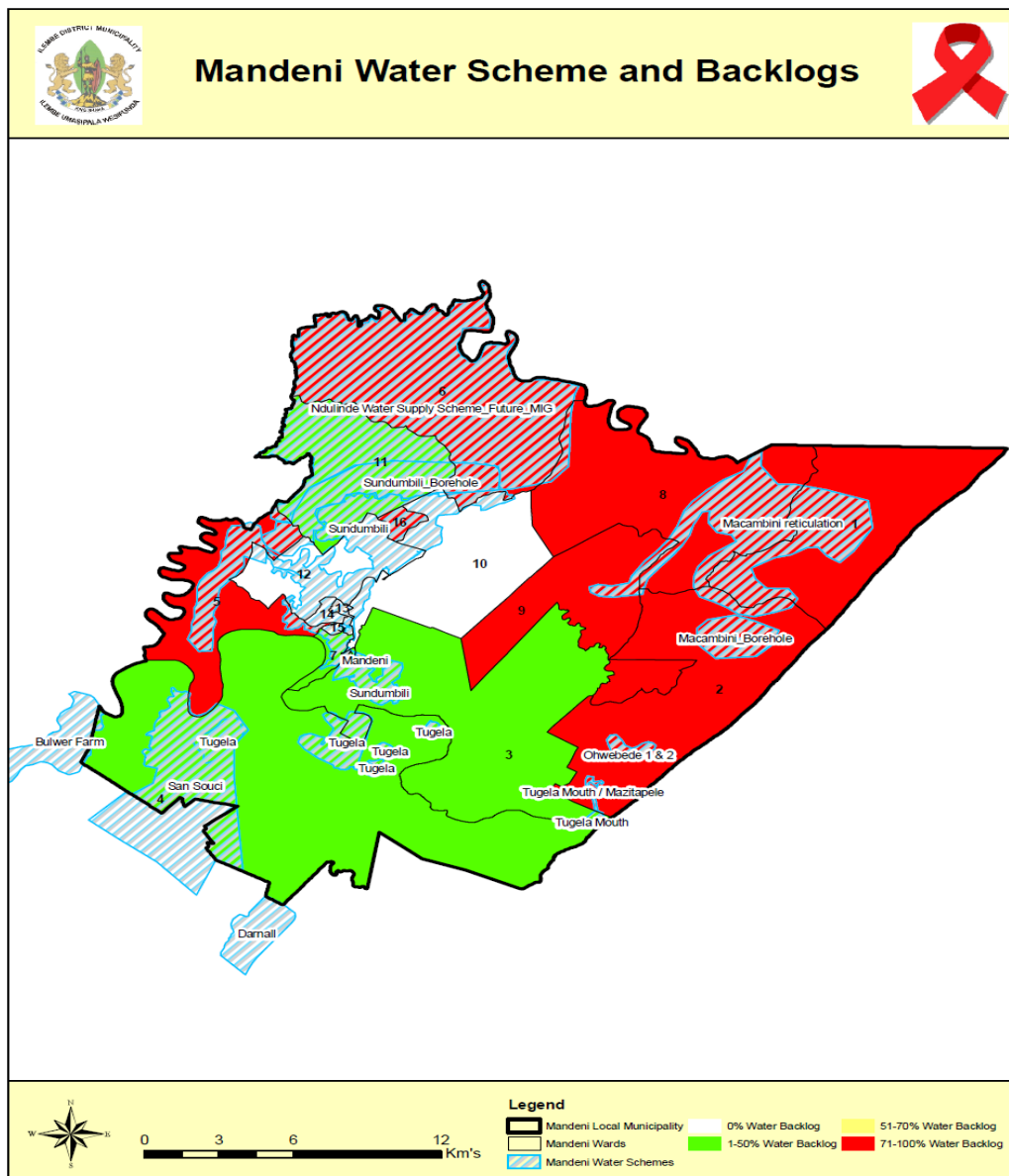
Water

In terms of Water infrastructure a total of 3232 households have been provided with potable water since 2006, addressing approximately 12 % of the total backlog of 26313 recorded in 2006. Currently the backlog for water provision in Mandeni is estimated at 23081 households. Ward 6 and 7 recorded the highest backlogs at 4626 households each.

Backlog Assessment per Ward with the respective Local Municipalities										
Mandeni Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Water Infrastructure										
1	2,555	1,807						1,807	-	71%
2	2,948	2,619						2,619	-	89%
3	2,457	114						114	-	5%
4	2,642	809						809	-	31%
5	2,765	2,718				380		2,338	380	85%
6	4,626	4,626						4,626	-	100%
7	4,626	4,626						4,626	-	100%
8	2,213	1,995						1,995	-	90%
9	1,965	1,965						1,965	-	100%
10	1,126	1,126	400	106	620			-	1,126	0%
11	3,317	1,329						1,329	-	40%
12	3,148	1,726		1726				-	1,726	0%
13	853	-						-	-	0%
14	853	-						-	-	0%
15	853	-						-	-	0%
16	853	853						853	-	100%
17								-	-	
18								-	-	
19								-	-	
20								-	-	
Total	37,798	26,313	400	1,832	620	380		23,081	3,232	
								12%		

TABLE 4: Backlog Assessment per Ward with the respective Local Municipalities

The current water schemes and water backlogs in Mandeni are spatially reflected on the plan below. Four categories of backlogs are depicted in colour-coding. No backlog is left white, a backlog of 1 – 50% is indicated in green, 51 – 70% in yellow and 71 – 100% in red:



MAP 5: Mandeni Water Scheme and Backlog

From the below table it should be evident that major inroads have been made since 2006 in eradicating sanitation backlogs in Mandeni. A total of 7,764 households were provided with acceptable sanitation services representing a 49% of the backlogs record in 2006 (15 931 hh) being eradicated.

Backlog Assessment per Ward with the respective Local Municipalities										
Mandeni Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		%
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	Blog
Sanitation Infrastructure										
1	2,555	1,231						1,231	-	48%
2	2,948	1,472					974	498	974	17%
3	2,457	67						67	-	3%
4	2,642	751						751	-	28%
5	2,765	1,530					700	830	700	30%
6	4,626	1,476						1,476	-	4,626
7	4,626	1,107						1,107	-	4,626
8	2,213	959						959	-	2,213
9	1,965	-						-	-	1,965
10	1,126	876	876					-	876	1,126
11	3,317	1,800		1,800				-	1,800	3,317
12	3,148	2,564	2,564					-	2,564	3,148
13	853	416						416	-	853
14	853	416						416	-	853
15	853	416						416	-	853
16	853	850				850		-	850	853
17								-	-	
18								-	-	
19								-	-	
20								-	-	
Total	37,798	15,931	3,440	1,800	-	850	1,674	8,167	7,764	
								49%		

Below is the consolidated Water and Sanitation achievements 2006-2010.

Backlog	Achieved
31,248	10,996

TABLE 5: Backlog Assessment per Ward with the respective Local Municipalities- Mandeni Local Municipality

[illegible]

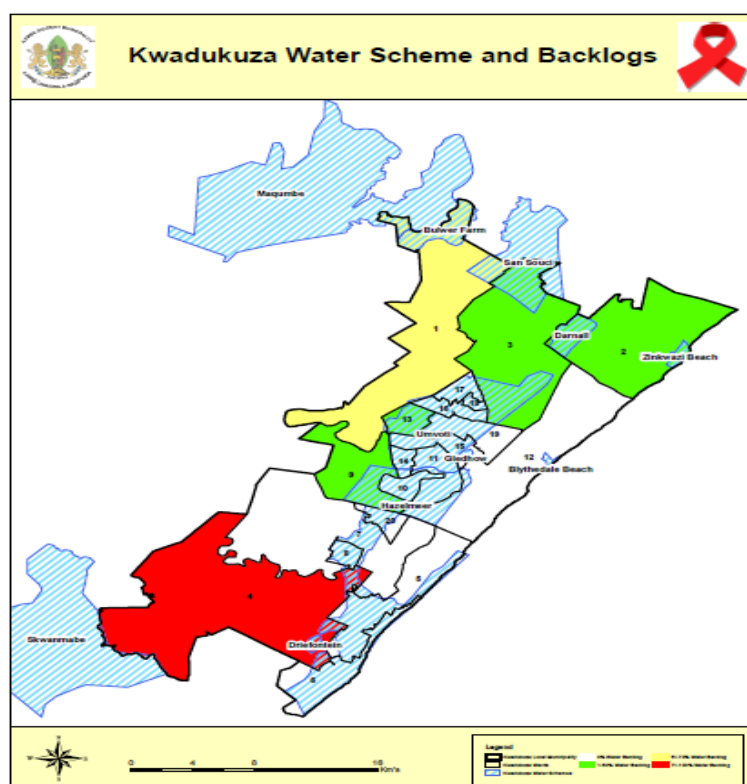
KwaDukuza Backlogs and Achievements

The table below indicates that a total of 3400 households within KwaDukuza have been provided with potable water representing 26% of the backlogs recorded in 2006 (13125 hh) being eradicated. Currently the backlog for water provision in KwaDukuza is estimated at 9725 households. Ward 4 recorded the highest current backlog at 5701 households.

Backlog Assessment per Ward with the respective Local Municipalities										
KwaDukuza Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Water Infrastructure										
1	4,593	4,593			2,500			2,093	2,500	46%
2	1,411	382						382	-	27%
3	5,190	2,240		900				1,340	900	26%
4	6,493	5,701						5,701	-	88%
5	108	-						-	-	0%
6	1,614	-						-	-	0%
7	1,351	-						-	-	0%
8	4,240	-						-	-	0%
9	1,521	24						24	-	2%
10	11,724	-						-	-	0%
11	3,342	-						-	-	0%
12	2,523	-						-	-	0%
13	2,094	185						185	-	9%
14	1,074	-						-	-	0%
15	1,770	-						-	-	0%
16	1,751	-						-	-	0%
17	1,246	-						-	-	0%
18	2,644	-						-	-	0%
19	3,636	-						-	-	0%
20	2,759	-						-	-	0%
Total	61,084	13,125	-	900	2,500	-		9,725	3,400	
								26%		

TABLE 6: Backlog Assessment per Ward with the respective Local Municipalities- KwaDukuza Local Municipality

The current water schemes and water backlogs within KwaDukuza is spatially illustrated by the plan below:



MAP 7: KwaDukuza Water Scheme and Backlogs

Sanitation

The backlogs and achievements in sanitation provision for KwaDukuza are illustrated below:

Backlog Assessment per Ward with the respective Local Municipalities										
KwaDukuza Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Sanitation Infrastructure										
1	4,593	1,509						1,509	-	33%
2	1,411	-						-	-	0%
3	5,190	3,522						3,522	-	68%
4	6,493	5,701						5,701	-	88%
5	108	-						-	-	0%
6	1,614	-						-	-	0%
7	1,351	-						-	-	0%
8	4,240	-						-	-	0%
9	1,521	24						24	-	2%
10	11,724	-						-	-	0%
11	3,342	-						-	-	0%
12	2,523	-						-	-	0%
13	2,094	479						479	-	23%
14	1,074	-						-	-	0%
15	1,770	-						-	-	0%

16	1,751	-						-	-	0%
17	1,246	-						-	-	0%
18	2,644	-						-	-	0%
19	3,636	1,221						1,221	-	34%
20	2,759	-						-	-	0%
Total	61,084	12,456	-	-	-	-		12,456	-	
									0%	

Below is the consolidated Water and Sanitation achievements 2006-2010.

Backlog	Achieved
22,181	3,400

TABLE 7: Sanitation Backlog Assessment per Ward with the respective Local Municipalities- KwaDukuza Local Municipality

The current sanitation backlogs in Mandeni are spatially reflected on the plan below.

Ndwedwe Backlogs and Achievements

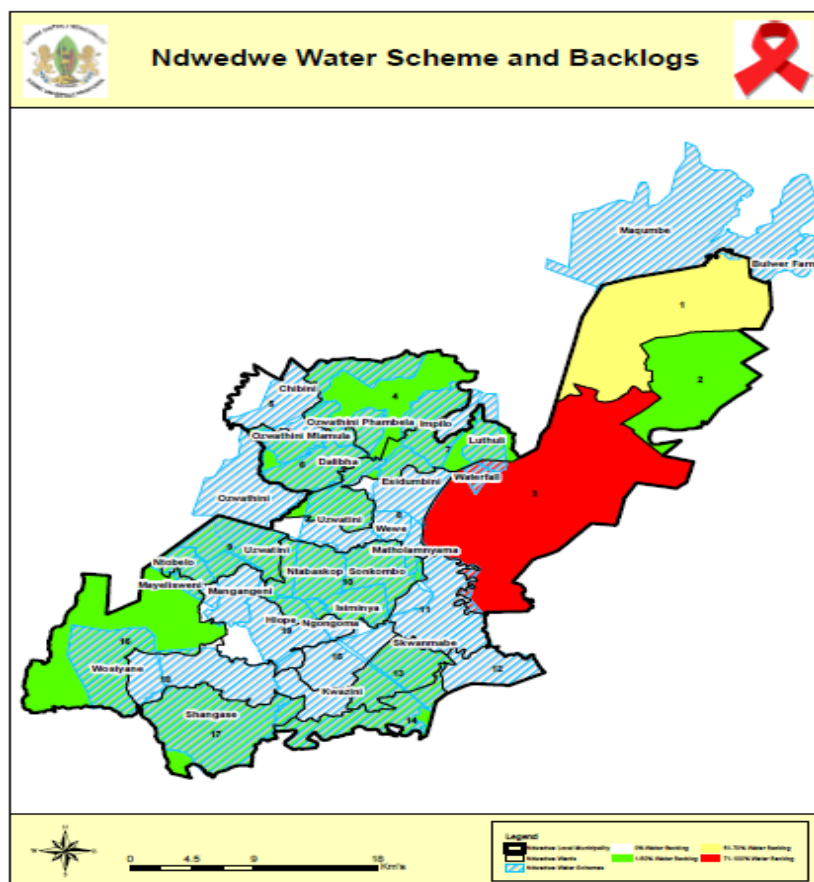
Water

From the above table it should be evident that major inroads have been made since 2006 in eradicating water backlogs in Ndwedwe. A total of 8620 households within Ndwedwe have been provided with potable water representing 54% of the backlogs recorded since 2006. Currently the backlog for water provision in Ndwedwe is estimated at 7298 households.

Backlog Assessment per Ward with the respective Local Municipalities										
Ndwedwe Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Water Infrastructure										
1	1,681	1,054						1,054	-	63%
2	1,154	516						516	-	45%
3	1,040	1,040						1,040	-	100%
4	2,856	1,500		200	395			906	595	32%
5	2,100	1,507		306	1,201			1	1,507	0%
6	2,112	1,108		106	806			197	912	9%
7	3,298	2,373		141	923			1,309	1,064	40%
8	1,269	900		141		759		0	900	0%
9	2,199	700		141				559	141	25%
10	774	171						171	-	22%
11	1,726	-						-	-	0%
12	2,078	-						-	-	0%
13	1,814	91						91	-	5%
14	1,088	19						19	-	2%
15	1,435	49		49				-	49	0%
16	2,135	2,135			1,300			835	1,300	39%
17	1,843	600						600	-	33%
18	1,300	1,300			1,300			-	1,300	0%
19	1,557	854		598	256			-	854	0%
20								-	-	
Total	33,459	15,917	-	1,681	6,180	759		7,298	8,620	
								54%		

TABLE 8: Water Backlog Assessment per Ward with the respective Local Municipalities- Ndwedwe Local Municipality

The current water schemes and water backlogs within Ndwedwe is spatially illustrated by the plan overleaf.



MAP 8: Ndwedwe Water Scheme and Backlogs

Sanitation

From the below table it should be evident that a total of 10,851 households were provided with acceptable sanitation services representing a 44% of the backlogs record in 2006 (24 602 hh) being eradicated. Currently the backlog for sanitation provision in Ndwedwe is estimated at 13,751 households. Ward 7 recorded the highest current backlog at 2000 households.

The backlogs and achievements in sanitation provision for Ndwedwe are illustrated below:

Backlog Assessment per Ward with the respective Local Municipalities										
Ndwedwe Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Sanitation Infrastructure										
1	1,681	1,681						1,681	-	100%
2	1,154	510					495	15	495	1%
3	1,040	1,040				160	85	880	160	85%
4	2,856	954		54		900	10	-	954	0%
5	2,100	1,211		1,113	98			-	1,211	0%
6	2,112	1,833		1,687	146			-	1,833	0%

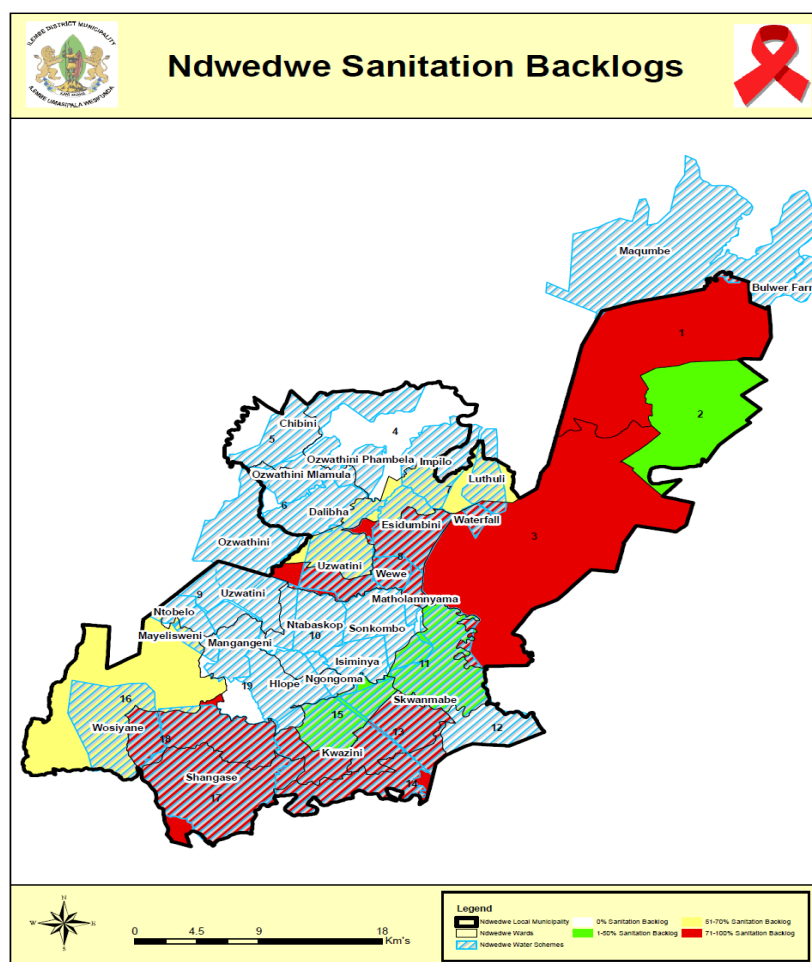
7	3,298	2,000						2,000	-	61%
8	1,269	1,269						1,269	-	100%
9	2,199	1,340	1,340					-	1,340	0%
10	827	160				213	4	(53)	213	-6%
11	1,726	864				409	101	455	409	26%
12	2,078	2,078		1,316	339	423	293	-	2,078	0%
13	1,814	1,814				412		1,402	412	77%
14	1,088	1,088						1,088	-	100%
15	1,435	620						620	-	43%
16	2,135	2,135					715	1,420	715	67%
17	1,843	1,843						1,843	-	100%
18	1,300	1,131						1,131	-	87%
19	1,557	1,031	1,031					-	1,031	0%
20								-	-	
Total	33,512	24,602	2,371	4,170	583	2,517	1,703	13,751	10,851	
								44%		

Below is the consolidated Water and Sanitation achievements 2006-2010.

Backlog	Achieved
21,049	19,471

TABLE 9: Sanitation Backlog Assessment per Ward with the respective Local Municipalities- Ndwedwe Local Municipality

The current sanitation backlogs within Ndwedwe is spatially illustrated by the plan overleaf.



MAP 9: Ndwedwe Sanitation Backlogs

Maphumulo Backlogs and Achievements

Water

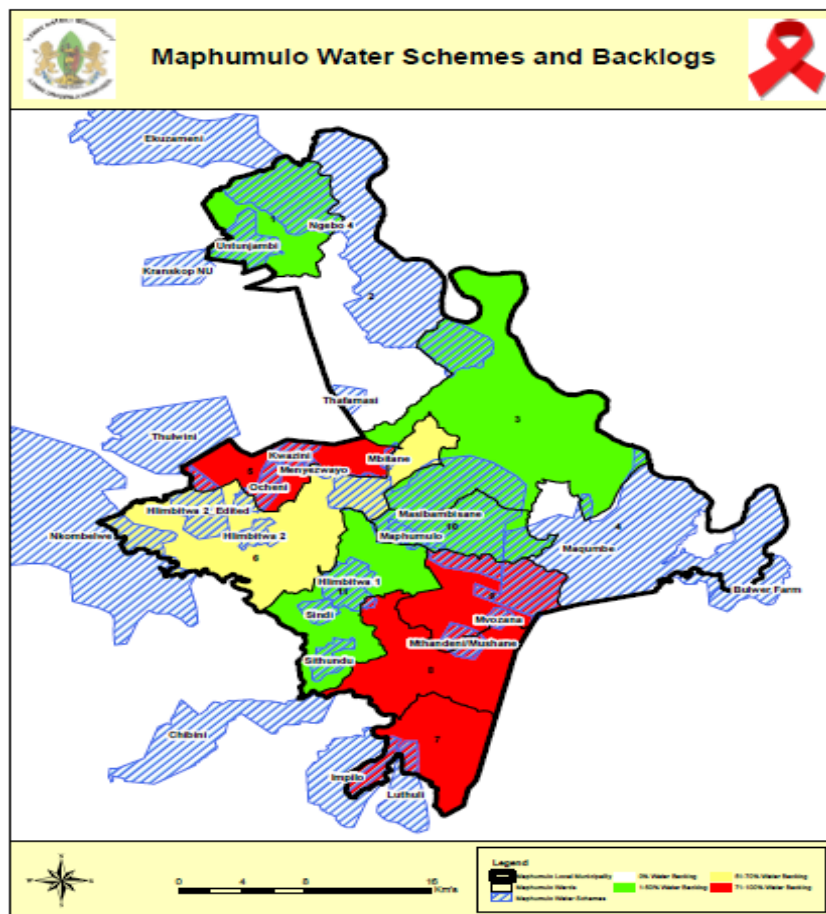
In terms of Water infrastructure a total of 10 156 households have been provided with potable water since 2006, addressing approximately 48 % of the total backlog of 21119 households recorded in 2006. Currently the backlog for water provision in Maphumulo is estimated at 10156 households. Ward 7 and 8 recorded the highest backlogs at 2240 and 2421 households respectively.

Backlog Assessment per Ward with the respective Local Municipalities										
Maphumulo Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Water Infrastructure										
1	2,487	2,487		2,410				77	2,410	3%
2	4,837	3,412			3,412			-	3,412	0%
3	2,049	1,674			1,617			57	1,617	3%
4	3,424	848				848		-	848	0%

5	2,500	2,000						2,000	-	80%
6	2,250	2,000			619			1,381	619	61%
7	2,240	2,240						2,240	-	100%
8	2,421	2,421						2,421	-	100%
9	1,739	1,739						1,739	-	100%
10	1,847	486						486	-	26%
11	1,812	1,812			1,250			562	1,250	31%
12								-	-	
13								-	-	
14								-	-	
15								-	-	
16								-	-	
17								-	-	
18								-	-	
19								-	-	
20								-	-	
Total	27,606	21,119	-	2,410	6,898	848		10,963	10,156	
									48%	

TABLE 10: Water Infrastructure backlog assessment per ward with the respective local municipalities- maphumulo local municipality

The current water schemes and water backlogs within Maphumulo is spatially illustrated by the plan overleaf.



MAP 10: Maphumulo Water Schemes and Backlogs

Sanitation

From the table below it should be evident that a total of 6322 households were provided with acceptable sanitation services representing a 24% of the backlogs record in 2006 (26008hh) being eradicated. Currently the backlog for sanitation provision in Maphumulo is estimated at 19,686 households. Ward 2 recorded the highest current backlog at 4837 households.

Below is the consolidated Water and Sanitation achievements 2006-2010.

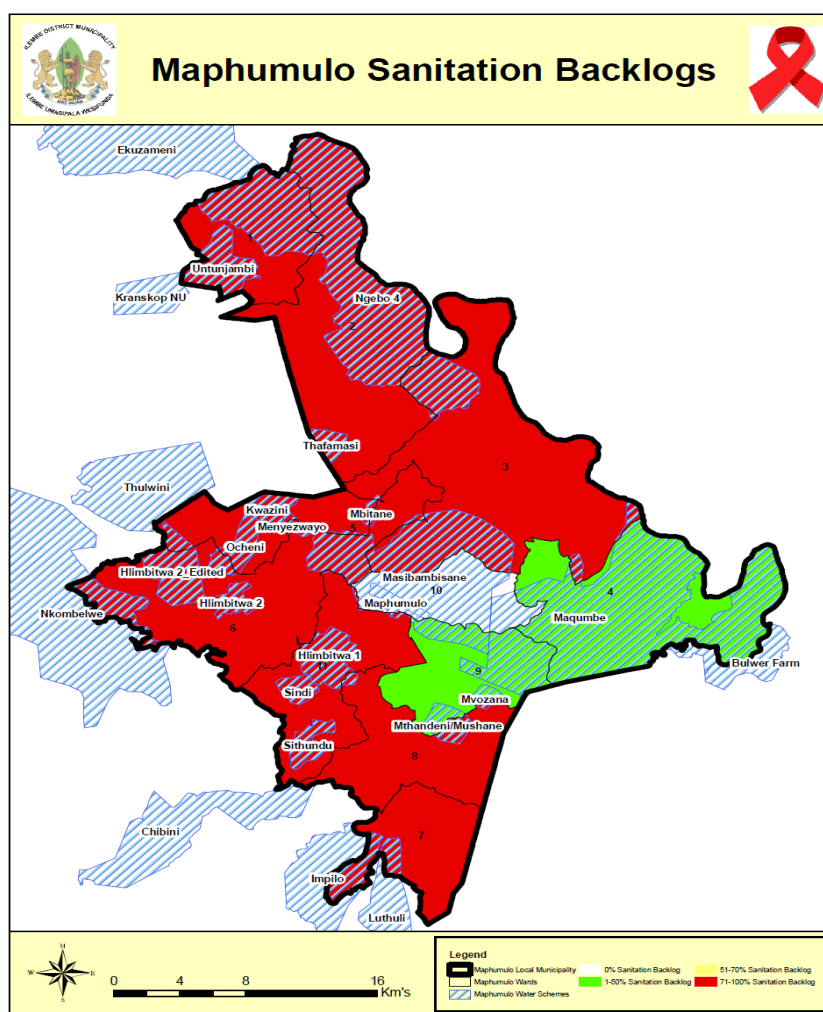
Backlog Assessment per Ward with the respective Local Municipalities										
Maphumulo Local Municipality										
Ward	NO H/H	2006/07		2007/08	2008/09	2009/10	2010/11	Consolidation		% Blog
		Backlog	Achieve	Achieve	Achieve	Achieve	Achieve	Backlog	Achieve	
Sanitation Infrastructure										
1	2,487	2,487					502	1,985	502	80%
2	4,837	4,837						4,837	-	100%
3	2,049	2,049					472	1,577	472	77%
4	3,424	2,083	450	1,183				450	1,633	13%
5	2,500	2,500					374	2,126	374	85%
6	2,250	2,250						2,250	-	100%
7	2,240	2,240						2,240	-	100%
8	2,421	2,421						2,421	-	100%
9	1,739	1,482		930			505	47	1,435	3%
10	1,847	1,847	113	1,296		438		-	1,847	0%
11	1,812	1,812		59				1,753	59	97%
12								-	-	
13								-	-	
14								-	-	
15								-	-	
16								-	-	
17								-	-	
18								-	-	
19								-	-	
20								-	-	
Total	27,606	26,008	563	3,468	-	438	1,853	19,686	6,322	
								24%		

Below is the consolidated Water and Sanitation achievements 2006-2010.

Backlog	Achieved
30,649	16,478

TABLE 11: Sanitation Infrastructure Backlog Assessment per Ward with the respective Local Municipalities - Maphumulo Local Municipality

The current sanitation backlogs within Maphumulo is spatially illustrated by the plan overleaf.



MAP 11: Maphumulo Sanitation Backlogs

2.7 SOCIAL SERVICES REALITIES

A lack of social services facilities or even a breakdown in the appropriate maintenance of such infrastructure and facilities are indicative of high levels of under-development, poverty and disempowerment. These services are essential for the socio-economic functioning of any community.

As far as the provision of social services and facilities are concerned there are great disparities and imbalances between the rural/traditional areas and the urban areas/economic core of the iLembe District. Services and facilities are relatively adequate in the KwaDukuza and Mandeni areas, whereas the Ndwedwe and Maphumulo areas indicate severe inadequacies in this regards and communities often have to travel vast distances to access social services and facilities.

The following social services characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- Where facilities have been provided, the effective operation thereof is often hampered by the insufficient provision of engineering services and infrastructure (water and electricity in particular). This is particularly relevant as far as education facilities are concerned.

- Services have been provided in an uncoordinated scattered pattern, which does not support the principal of sustainability.
- Community and welfare facilities and services are needed especially in densely populated rural areas. Facilities include children's homes, AIDS support facilities, pension payout points, frail care facilities, feeding schemes and crime prevention actions and facilities.
- Sports facilities and other recreational facilities are non-existent and can be translated into a plethora of social problems. The provision of such facilities and the sustained maintenance thereof pose a challenge to the District.
- Social facilities and programmes to deal with the HIV/AIDS pandemic and its effects on communities have not been fully rolled out and developed.
- There is an under-supply of cemeteries in the area, especially considering the expected number of HIV/AIDS related deaths over the next 20 years. Appropriate facilities need to be provided throughout the area with due cognisance of religion, culture and tradition.
- The Municipal area is disadvantaged in terms of the provision of security and emergency services.
- Projects and programmes related to the development of Multi-purpose Service Centre have not yet been fully implemented. Lack of funding is the major constraint in this regard.

2.8 HOUSING REALITIES

Delivery of houses to the poorest of the poor is one of the core functions of the Local Municipalities. Significant progress has been made in housing delivery to meet backlogs in the Mandeni and KwaDukuza Municipal areas, which have backlogs of 40% and 30%, respectively. There has, however, been limited progress in Ndwedwe and Maphumulo which both still have a 60% backlog. There is an urgent need for the development of housing plan and housing capacity within these two Municipalities. These housing plans should focus on the facilitation and coordination of housing delivery with due cognisance of the delivery of bulk and link infrastructure.

The following housing characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- Some landowners, especially in KwaDukuza are encouraging shack farming as an incoming generating activity. In most of the cases these people are staying in very unfavourable and squalor conditions, with no access to water and basic sanitation.
- The provision of engineering services and infrastructure often hampers the effective development of sustainable human settlements.
- The boom in the property and commercial development along the coast of KwaDukuza has attracted many people, especially from outside the borders of KwaDukuza, in search for employment opportunities. This has resulted in the growing number of informal settlements. The lack of institutional capacity to plan for and manage housing projects.
- The lack of funding and the non-alignment of municipal and government department budgeting processes.
- Municipalities need to have bridging finance for housing projects, as well as counter funding for MIG projects. When combined these represent a large

proportion of the Municipal budgets which the smaller Municipalities cannot afford.

- Dispersed settlement patterns pose a challenge in housing delivery in the Municipal areas of Ndwedwe and Maphumulo who mainly follow the Rural Housing Process.

2.9 INSTITUTIONAL REALITIES

The District and its four Local Municipalities have relatively well established organisational structures and systems in place. All of the Municipalities have appointed Municipal Managers. On-going institutional support around issues of planning, project management and financial management are required within these Municipalities.

The current structure of the iLembe District Municipality is reflected in the diagram that follows. This structure put in place is considered to be appropriate for the developmental local government mandate assigned to the District Municipality in terms of the Municipal Structures Act, 1998. With this in mind the Municipality's organisational structure provides for four Directorates that are managed by the Municipal Manager. The District Municipality employ 459 staff members and the four Directorates are:

- Corporate Governance
- Finance
- Technical Services
- Corporate Services

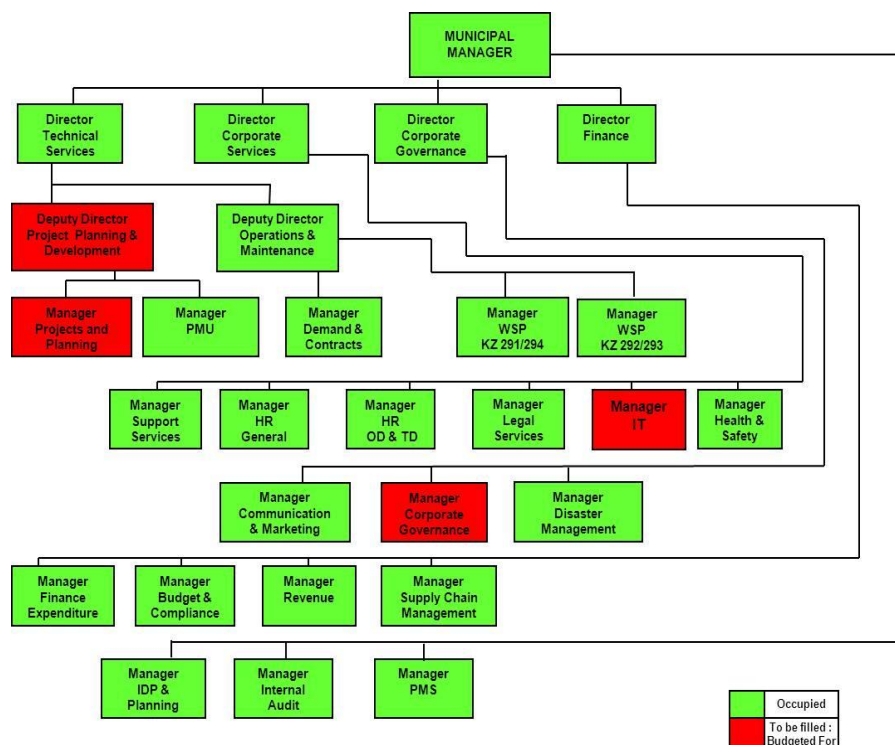


FIGURE 10: iLembe Organisational Structure

Within the context of this organisational top structure the current status of these positions are that all are occupied.

The organisational structure of the iLembe District Municipality is, however, currently under review and a service provider has been contracted for this investigation.

The following institutional characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The integration of the Employment Equity Act and the Skills Development Act on the human resources function of the iLembe District Municipality.
- The development of the skills of the staff of the Municipality is viewed as a key issue to be addressed in future planning activities. These skills must specifically relate to the developmental goals which the council will identify.
- Improving performance management systems by the introduction of an internally designed performance management system and the SDBIP.
- Establishing improved management processes, for example knowledge management, organisational structure and project management.
- Continuing to improve on information provided to decision makers.
- Adjusting the organisation in line with information produced from the performance management system.
- The collection and generation of the relevant District economic data remains a major challenge. At present, there is no systematic and sustained initiative for the collection or updating of economic data. As a result, the District relies on service providers and information is collected on a project-by-project basis.

2.9.1 RECENT ACHIEVEMENTS IN INSTITUTION

The following improvements and achievements towards improved Governance within the Municipality should be noted:

- Adopted IDP (Rated Best Family of Municipalities)
- Established District HIV/AIDS Council
- Established a Youth / Gender Sub-Committee
- Approved Community Participation Plan
- Adopted Communication Strategy
- Established PMS / SDBIP
- Sector Alignment Forums – IDP Coordination
- Established Planning Forum – Coordinate Planning Initiatives
- Appointed Audit Committee's
- Established District Coordinating Forum (DCF)
- Established Traditional House of Leaders (Framework Protocol Agreement Signed)
- 66 Ward Committee's Established & Operational
- 33 CDW's Deployed in District
- Established District Technical Coordinating Committee
- Powers & Functions sufficiently Dealt with at Institutional Level
- Municipal Annual Report Completed Successfully
- Designated Groups (Woman, Youth & Disabilities) – Implementation Plans Completed
- Organisational Review underway – Staff Structure
- Shared Services allocated to Enterprise iLembe
- 5 ICT Center through E-Cooperatives Programme
- Planning Support deployed re Township Establishment for Ndwedwe & Mapumulo
- Formulated "Turn Around" Strategy linked to Action Plan.

2.10 FINANCIAL REALITIES

2.10.1 AUDITOR-GENERAL'S REPORTS

The Auditor General Reports on the Financial Management of the past three years can be summarized as follow:

FINANCIAL YEAR	AUDIT OUTCOME	BASIS FOR QUALIFIED OPINION
2009/2010	Unqualified Report	• NA
2008/2009	Unqualified Report	• NA
2007/2008	Qualified Report	<ul style="list-style-type: none"> • Ineffective Water Billing System, • Lack of Monitoring of Expenditure, • Supply Chain Management Policy not fully implemented, • Lack of Audit Committee, • Internal Investigations

TABLE 12: Auditor-General's Report

The iLembe District Municipality inspite of receiving an unqualified audit in the 2009/2010 financial year has established an Auditor Action Committee to deal with matters of emphasis from the Auditor General's office. iLembe strategic objective is to achieve a clean audit by 2014 as pronounced by the National Minister of COGTA at the recent Municipal Turnaround Indaba.

2.10.2 FINANCIAL MANAGEMENT POLICIES

The following financial Management policies are in place and being implemented

FINANCIAL MANAGEMENT POLICY	STATUS OF IMPLEMENTATION
Supply Chain Management Policy	A Supply Chain Management Policy is in place and being adhered to at all times. There are furthermore sub SCM policies such as Catering Policy in place to guide expenditure and procedures.
Credit Control and Debt Collection Policy	Currently the municipality is enforcing the credit control and debt collection policy to deal with the high outstanding debt.
Indigent Policy	Indigent policy is in place and actively being implemented.
Municipal bylaws	These are in place and are reviewed annually.

TABLE13: Financial Management Policies

a) INDIGENTS

As indicated before, the iLembe District Municipality has an Indigent Policy in place. This programme allows consumers that qualify access to 10kl per month free water and no basic charges; consumers are responsible for consumption above 10kl. The challenge currently is that the debt existing on registration as indigent is not written-off which affects debt figures as these monies are not likely to be recouped from the indigent consumers. An amendment in the Indigent Policy envisages to address this problem.

The register of Indigent consumers is limited to consumers who have made applications and have been accepted. However some consumers have not placed applications even though they qualify for the Indigent Programme; this is mostly due to lack of knowledge about the programme.

In most District and sometimes Local Municipal community meetings the Revenue Section has a Revenue Desk where consumers are advised of relief programmes available to them and how to access them.

b) CONSOLIDATED BILLING

The Municipality's billing system allows for **consolidated billing**. Previously this was not being utilized and properties were being billed for water and sanitation separately in some cases especially where the property was occupied by a tenant. However in 2009/2010 we started a programme where we are consolidating accounts, especially those where we have handed over and/or are doing credit control. In the new financial year by-laws are being developed to consolidate water and sanitation bills.

It should however be noted that since the district municipality only provides water and sanitation services to consumers, a separate services bill is also received from the respective local municipalities for other services rendered.

c) PAYMENT FOR SERVICES WATER

Table 1 below illustrates the payment ratio as based on total billings for the year and total receipts for the year. As can be noted there has been an increase in billing which can be attributed to improved systems including the programme of replacing meters which were old, malfunctioning and not working at all. The extension of pipelines to areas where there was no water is also contributing to the increased billing.

Though there is an increase in payments it is not at the same rate as the billing which is resulting in a reduced collection rate. However the current programmes of credit control should be able to ensure a steady increase in payments or reduction in consumption as a result of restrictions and disconnections.

d) DEBTORS REPORT

From Table 2 below it is evident that there is still a challenge of increasing debt. Currently we are implementing credit control and debt collection policy. Where residential consumers are not responding to restrictions, we are disconnecting just to get consumers to come in to enable the municipality to ascertain the status of the debtor and action accordingly.

Some of the residential debt has been parked as per rand for rand programme. However interest is still being charged on the parked debt which increases the debt. Some of the consumers are also not adhering to paying the current account as per rand for rand rules. Rand for Rand is to be cancelled for all defaulting consumers and their accounts handed over for collection.

Where businesses debtors are not responding to disconnections we are handing over debt to attorneys for collection.

We are in communication with various Government Departments and where no positive response is being received we are disconnecting. Provincial Treasury is also intervening in the issue of Government Debt which has resulted in most departments contacting us and promising to pay.

As sewer only accounts are posing a problem in collections we have commenced with the process of consolidated billing.

e) WATER LOSSES

The Municipality experiences water losses which are a result of unaccounted for water and water leaks. The extent and cost of these water losses are shown in Table 3 below. It should also be noted that unbilled water also contributes to the increase in unaccounted for water especially in

Ndwedwe and Maphumulo. This has specially become apparent from the Water Loss exercise that Technical Services has been doing in the four Local Municipalities.

The Municipality has embarked on a water loss exercise where the different areas are being monitored using the bulk meters, so as to identify areas where there are excessive water losses, and when identified a plan of action is put in place to minimise the water losses. An example of this is the installation of new water reticulation pipelines in the KwaDukuza Central Business District.

Item	Fin Year 2006/2007	Fin Year 2007/2008	Fin Year 2008/2009	Fin Year 2009/2010
Billing	66,582,590	60,291,352	106,487,658	120,077,964
Receipts	40,125,412	45,642,541	53,069,786	69,665,820
Payment Ratio	60.3%	75.7%	49.8%	58.0%

TABLE 14: Payment Ratio

Item	Fin Year 2006/2007	Fin Year 2007/2008	Fin Year 2008/2009	Fin Year 2009/2010
Value of current Outstanding Debtors	108,372,956.00	117,822,274.00	166,410,431.00	215,403,177.98
Value of Debtors aged <30 days	7,039,502.00	9,548,631.00	9,091,982.00	9,898,219.43
Value of Debtors aged 30-60 days	4,770,826.00	7,970,396.00	8,133,696.00	8,117,286.64
Value of Debtors aged 60-90 days	4,500,154.00	6,440,044.00	6,666,093.00	7,165,547.91
Value of Debtors aged 90-120 days	3,928,375.00	5,951,980.00	5,429,938.00	5,841,227.01
Value of Debtors aged >120 days	88,134,099.00	87,911,223.00	137,088,722.00	184,380,896.99

TABLE 15 - Summary of Debtors by Age and Value

Item	Fin Year 2006/2007	Fin Year 2007/2008	Fin Year 2008/2009	Fin Year 2009/2010
Water				
Cost Price of Water	634.66 per MI	1,582.80 per MI	2,411.11 per MI	2,124.56 per MI
Selling Price of Water	5,505.21 per MI	5,414.14 per MI	8,996.20 per MI	8,134.59 per MI
Volume of Total Bulk Purchases for Water	14,766.00 MI	18,266.00 MI	12,421.00 MI	20236.46 MI
Value of Total Bulk Purchases for Water	9,371,460.00	28,911,401.00	29,948,378.00	42,993,608
Volume of Total Sales for Water	8,909.00 MI	10,480.00 MI	8,015.00 MI	7,912.713 MI
Value of Total Sales for Water	49,045,935.00	56,740,197.00	72,104,569.00	64,366,728.22
Volume of Free Basic Water	1,726.00 MI	1,746.00 MI	1,831.00 MI	4,185,998 MI
Value of Free Basic Water	1,095,431.39	2,763,566.53	4,414,739.56	5,170,808
Total Non- Revenue	3,717,231.56	12,323,670.66	10,623,343.81	12,018,359

TABLE 16: Water Losses/ Non - Revenue

2.10.3 iLembe Financial Position & Implications

Finance in general, and the availability of funding, both capital and operating, is viewed as the primary constraint for the District and Local Municipalities in achieving their developmental mandate. The iLembe District Municipality is acutely aware of the financial pressures on it and has instituted an entirely new approach to its budgeting, monitoring and financial control procedures. Its position in terms of increasing debt, creditors and unspent grant is considered a critical issue in the future cash management of the Municipality.

The Municipality is aiming for cash backed operating reserves equivalent to 2 months operating expenditure. The Municipality has formulated a number of strategies to facilitate the actual implementation of this IDP and these include:

- The Municipality will, as part of its ongoing budget process, produce a three-year medium-term strategy and review and amend it as necessary on an annual basis.
- The Municipality will continue to develop a budgetary system that projects at least three years in advance from the forthcoming year. This is in line with the recommendations of the MFMA.
- The Municipality will introduce key performance indicators relating to cash and cash management.
- The Municipality will develop budgetary systems that increase ownership of the budgetary process by departmental heads.
- The Municipality will encourage maximum interest earnings and minimum interest outgoings. It will achieve this by appropriate cash flow forecasting as part of its prudential financial control principles.
- The Municipality will develop an income maximisation strategy.
- The Municipality will produce an Asset Management Plan as part of its annual budgetary processes.
- The Municipality will endeavour to achieve at least two months operating budget in the form of a general reserve backed by cash by 2010. In the interim the Municipality will build accounting and cash balances during a period of low short-term interest rates.
- The Municipality will ensure national, provincial and district priorities are included in the decision framework.
- The Municipality will leverage increased grants from organisations such as the DBSA, the National Lottery and others for major initiatives.

- The Municipality will increase tariffs subject to inflation rate.

The purpose of the Medium-term Expenditure Framework is to set out a three year framework for money planned for capital investment programmes required to achieve the IDP objectives. This is directly linked to the strategic objectives of the iLembe Municipality, thereby linking IDP objectives to an approved Municipal Budget.

A Capital Investment Framework was developed as part of the Financial Plan demonstrating the relationship between what resources are required to meet the challenges as per mandate and the actual budget implications, incorporating the respective MTEF's of the Provincial Sector Departments in an attempt to set the framework for capital investment. It is clear that the need by far over exceed the resource allocation, as well as the ability of the iLembe District Municipality to fulfill its mandate through the allocation of own resources, hence its dependency on external grant funding to deliver services.

The table below depicts the Capital Budget per Functional Sector (Strategic Development Role) for the principle 2011/2012 iLembe IDP. It can be noted that water and sanitation was regarded as priority and to which most of the iLembe resources are to be allocated.

Functional Sector (Strategic Role)	Total Budget 2010/11	%
Agriculture	32, 850,000	0.27
Community Centres	19,300,000	0.24
Disaster Management	48 930,000	0.43
Economic Development	28 080,000	0.17
Education	-	8.84
Electricity Provision	539,821,017	21.91
Environmental Management	750,000	0.01
Finance & IT	14,900,000	0.21
Health	12,092,589	2.83
Housing Development	319,418,214	11.66
Institutional Development	73,250,000	0.93
Manufacturing	-	0.00
Roads & Storm Water & Transportation	85,210,749	3.29
Sanitation Infrastructure	1,400,827,760	17.57
Social Development (Welfare)	19,300,000	0.00
Spatial & Land Use Management	2,450,000	1.71
Sport & Recreation Facilities	40,000,000	0.51
Tourism Development	2,100,000	0.03
Waste Management	900,000	0.01
Water Infrastructure	2,375,788,000	28.88
TOTAL	5,015,968,329	100%

TABLE 17: Capital Budget per Functional Sector

This clearly indicates an alignment of capital investment with key areas of intervention, i.e. the provision of basic services which in the case of iLembe is focused on water and sanitation as it

should be in terms of national and provincial guidelines. A critical factor remains the capacity of the respective service providers to deliver on these requirements.

2.11 BROAD BASED COMMUNITY NEEDS AND MUNICIPAL ACTION

Integrated Development Plan (IDP) public participation meetings of the Local Municipalities with their Representative Forums on matters related to the iLembe District IDP reaffirmed the needs and challenges that emerged from this IDP status quo analysis. These need to be taken up and addressed through the iLembe District IDP and its budget allocations. The priority needs identified during various meetings and Izimbizos are as follows and Municipal Action thereafter:

Focus Areas	District Community Priority Needs Identified			
	Mandeni	KwaDukuza	Ndwedwe	Maphumulo
Water and Sanitation Service Delivery and Infrastructure	<ul style="list-style-type: none"> -No clean water supply and Use of river water detrimental to community health -Un-communicated long period water breakages Insufficient water tankers and Jojo tanks Jojo tanks inaccessible to community as they are fixed in peoples' yards -Infrastructure(water) development promised but unavailable or delayed -Road maintenance No delivery of infrastructure services at Vutha, focus only at Ndulinde -Unavailability of toilets in rural area, particularly 	<ul style="list-style-type: none"> -illegal reconnection of restriction -Within part of Ward 19- a need for a stand pipe. water restricted on high debt Indigent -Unexplainable high debt demotivates consumers to honour debts ward 2 -Bad customer service and delayed reconnections after payment has been made ward 12 -Emptying of toilets should not be restricted to RDP houses only -Un-communicated interruptions 	<ul style="list-style-type: none"> -Ward 10 – constant water interruptions for long periods -Ward 14- Toilet project did not cover the whole ward Ward 17- no toilets and water -Ward 3- People in RDP hoses are indigents yet they have standard water accounts Ward 13- No toilets -Mvunyane – Request for water tanks for elders 	<ul style="list-style-type: none"> -Consistent water supply interruptions or cottages -Not enough jojo tanks in ward 5 Incorrect meter readings -No toilets in ward 11 -No water and electricity at ekuNqobaneni Insufficient jojo tanks in ward 11 emkhovini -Stand pipe located in yards not accessible kwaShushu -High water debt and restriction due to illegal connection and non metered water consumptions -Ntunjambili Water tank required -Ward 8 - No water -Emptying of toilets did not cover all wards
Municipal Action on Water and Sanitation Service Delivery and Infrastructure	<p>IDM to provide additional Jojo tanks however community to identify a secure place.</p> <p>District Mayor explained that the Jojo tanks had been put in peoples yards for security reasons. He further urged the community to use the jojo tanks responsibly. He advised the community to use water containers and not dishes to prevent water loss which will enable a larger number of community members to get water. Furthermore he noted that the shortage or insufficient water tankers was due to the fact that they cost of R1.2 million.</p> <p>He advised the community not to purchase water from water tankers and to report such illegal incidence to the toll free number.</p> <p>Councillors working with Izinduna to request the number of the jojo tanks needed.</p> <p>iLembe will investigate and allocate jojo tanks for the Vutha community</p>	<p>IDM will take action against the perpetrators against illegal reconnections.</p> <p>IDM Technical Services to conduct an inspection and determine a way forward for pipe installation –ward 19</p> <p>IDM to investigate to cause of the high debt and leaks in pipes, faulty meters, illegal connections.</p> <p>IDM to work with KDM on mobilising community to report on cable thief.</p>	<p>IDM Technical Service team to investigate all the areas requesting Jojo tanks and with reported interruption or disconnections.</p> <p>Ward13 Toilet project completed those who were left out to consult their ward Councillor</p> <p>Indigents to be registered on the IDP Municipal database and thereafter they will be assisted for indigent support.</p> <p>Households that were left out on the dislodging of toilets to report to IDM and their ward councillors</p>	<p>Water interruptions -ward 11 caused by extension of the treatment plant</p> <p>Ward 10: standpipe and water cans available for water supply</p> <p>Masiwela water cans available</p> <p>Tshobho water currently supplied to Majuba community is provided water through water tanks</p> <p>Ntunjambili the water boreholes dried out the Umgeni water provides water cans</p> <p>Mnqokolwaneni: stand pipes dry due to drought, but water cans provided</p> <p>KwaShushu stand pipes located in yards for security and safe keeping. Community is advised to use water wisely and to conserve it.</p> <p>Illegal ownership of the stand pipe to be investigated by the IDM Technical Services team and respond.</p> <p>IDM Plans to install meters in all the reticulated homes in place.</p> <p>Jojo tanks to be added in ward 5</p> <p>Ward 4 IDM Technical Services team to survey the area for possible additions of stand pipes.</p> <p>Ward 6 meter to be reconnected. Debts to be written off pending the proper installations to all homes.</p>

	COMMUNITY NEEDS	MUNICIPAL ACTION
Community Services and Infrastructure	<ul style="list-style-type: none"> -Mandeni – need for a hospital in Sundumbili -Mandeni – Incorrect information given by iLembe staff , kwaGcaleka Office on indigent support programme -Ndwedwe – Ward 1- Thanked Mayor for the WOP door –to door campaign. -Ndwedwe – Ward 10- no sports field, no meters, no ambulance and police services due to bad roads. -Ndwedwe – Ward 18- Orphaned and not benefiting from social grant Ndwedwe – Ward 18- Ward Cllr not known thus people have no one to attend to the queries. Ward meetings are not called. -Maphumulo – Cllr not known at eMkhovini -Maphumulo – Electricity only available at the treatment plant and not to the community- ward 1 -Maphumulo – No sports ground in ward 2, as well as request for assistance for a group of 10 farmers -The meeting was appreciated and request for ward councillors to give feedback on the developmental projects at ward level as well as to keep the community involved and informed on the activities within the ward. 	<ul style="list-style-type: none"> -Ndwedwe LM Speaker- Ward 18- to call a ward meeting to introduce the councillor and discuss the challenges in the ward -Ndwedwe - Ward 10- to visit the office of the youth for assistance -Ndwedwe - Ward 18- Orphan to see manager community services and consult NDW Mayor if no assistance is given -Ndwedwe LM - Ward 10 to follow-up on the issues pertaining to ward Ward 10.
Public Transport and Road Infrastructure	COMMUNITY NEEDS <ul style="list-style-type: none"> - Mandeni – incomplete Thokoza Road - Mandeni – poor road and bridge condition at Hlanzeni ward 7 - Mandeni – Ezakheni Road maintenance - Ndwedwe – Ward 1, 12 & 18 - Road maintenance and bad road conditions - General road maintenance 	MUNICIPAL ACTION <ul style="list-style-type: none"> - Mandeni - Thokoza Road part of Town regeneration which is aimed at attracting investors and in turn upscale LED. - Ndwedwe LM advised that Ward1,12 and 18 road repairs was completed in the previous in the previous year. - Road classification done for all Wards and they will be attended to.
Electricity	COMMUNITY NEEDS <ul style="list-style-type: none"> - Unreliable service provision - High fees for electricity installation - Huge backlogs of electrification of households 	MUNICIPAL ACTION <ul style="list-style-type: none"> - IDM communication that the Electricity issue at Vutha area have been discussed with Eskom who advised that there are difficulties due to limited resources. Community was encouraged to try and apply individually or communally directly to Eskom. - IDP will assist the community to apply communally to Eskom.
Economic Development	COMMUNITY NEEDS <ul style="list-style-type: none"> - Ndwedwe – Ward 1- no mention of project planned - Ndwedwe – Ward 17- No development. Promises of projects never materialise and Ndwedwe – Farmers wards neglected - Assistance with rocks removal to enable crop planting(1home & 1 garden) - Tugela Farms not being utilised - Explanation on the incomplete Thokoza Road - Explanation on the demolition of Sibusisiwe Hall - Why iLembe offers 3months employment contract - No delivery of infrastructure services at Vutha, focus only at Ndulinde - Companies registered on the Municipal Supply Chain database but not benefiting on tenders - Need for providing support to cooperatives 	MUNICIPAL ACTION <ul style="list-style-type: none"> - IDM to assist the NGOs in providing relevant information to the Department of Social Development in order to be able to obtain grant funding assistance. - However, on previous occasions the NGOs have did not forward relevant information (financial statements) to the district. - 1 home 1 garden aimed at alleviating poverty as well as the promotion of positive healthy livelihoods. Municipalities in support of the programme. - IDM advised that Tugela land is not owned by the Municipality. IDM will liaise with Mandeni LM to request the Owner of the land on permission to utilise the land. - Thokoza road and Sibusisiwe hall part of Town regeneration which is aimed at attracting investors and in turn upscale LED. - Contracts given out are for no less than 9 months and benefits local community with job opportunities. - Agrihubs as well as vineyards to commence in Ndulinde - Registered companies to constantly update their contact details on the Supply Chain Management database and to also scan newspapers, municipal website, as well as notice boards for tender advertisements. - IDM will assist Trade graduates to form Cooperatives
Housing	COMMUNITY NEEDS <ul style="list-style-type: none"> - Poor quality RDP houses with leaks - RDP Houses allocation questioned - Clarity needed on rural housing programmes - Impact of land reform programmes - Need for speeding up housing delivery programmes - Ndwedwe – Ward 10- House burnt, issue reported to LM but no response or assistance given - Maphumulo – Leaking RDP housing –kwaShushu 	MUNICIPAL ACTION <ul style="list-style-type: none"> - Mayor Magwaza outlined the process of Housing project naming the relevant structures that are formed prior and during the construction phase of the project. - Mandeni Speaker advised that the project information and beneficiaries is shared during council meetings and ward meetings.

TABLE 18: District Community Priority Needs Identified

2.12 IDP SWOT ANALYSIS

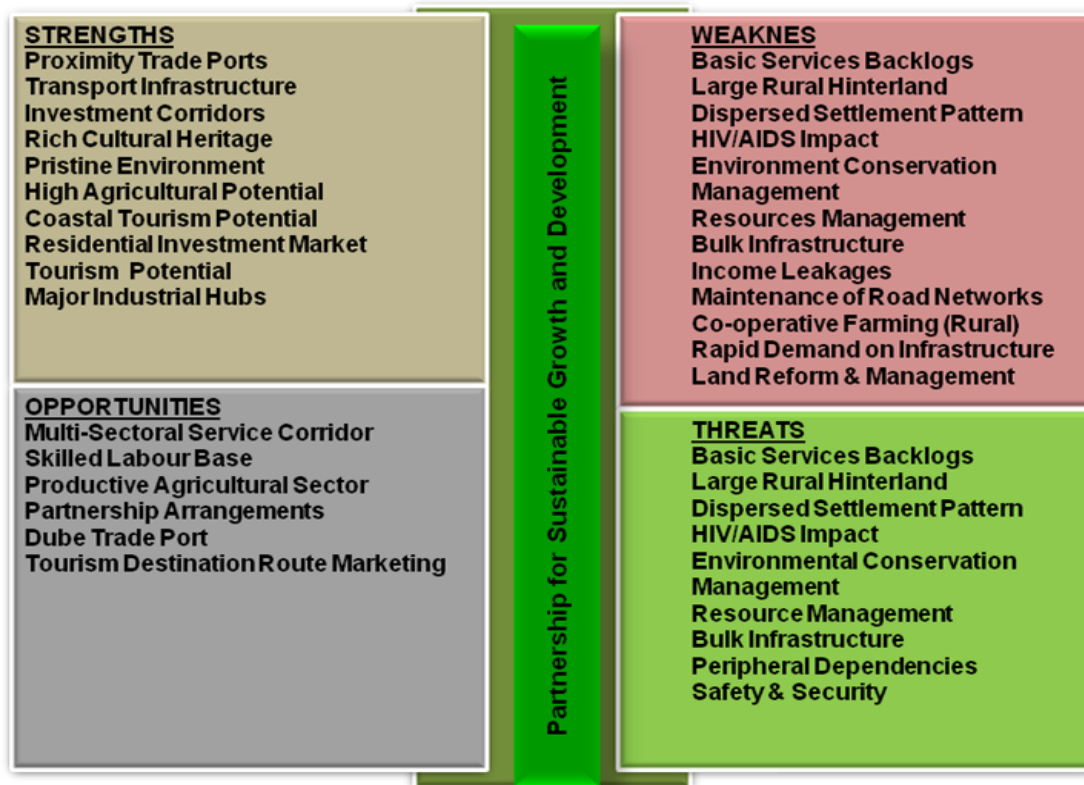


FIGURE 11: iLembe IDP SWOT

2.13 ILEMBE “TURN AROUND” STRATEGY

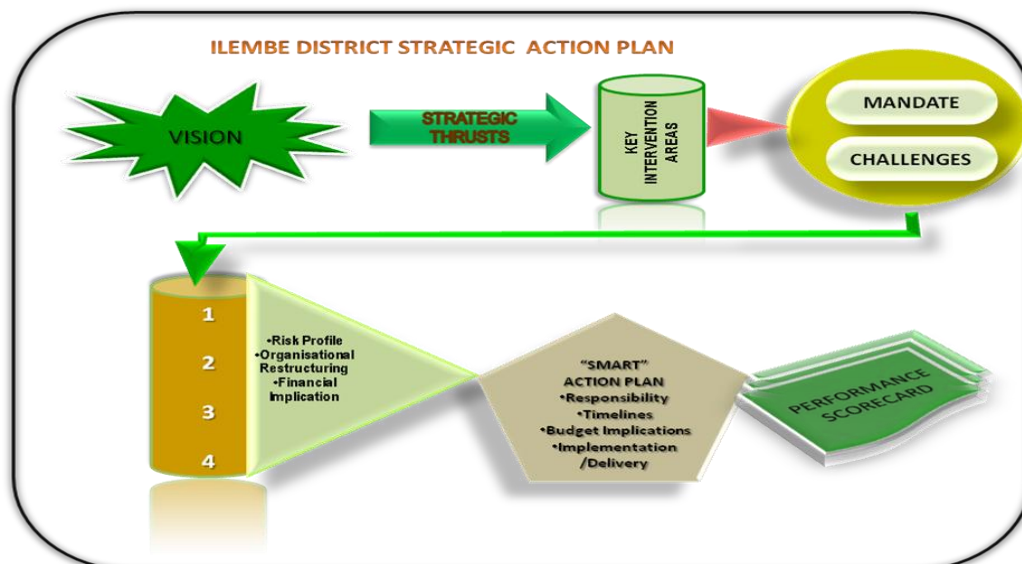


FIGURE 12: iLembe Municipal Action Plan

iLembe Municipality through extensive strategic planning sessions have formulated and prepared a "Turn Around" Strategy that relates to an Institutional Arrangement/Restructuring Strategy, overall Service Delivery (Basic Services) linked to detailed Action Plan setting out short, medium and long term strategies, etc. The diagram above depicts the process followed to assess the iLembe District Municipality within the context.

In January 2009 the iLembe District Council adopted their Turnaround Plan. The Council also established a Turnaround Steering Committee which is Chaired by the District Mayor and attend by the Municipal Manager, Directors of the Finance, Corporate Governance, Corporate Services and Technical Business Units. Managers within each business unit also provide technical support to the meeting. Three Councillors also participate in the meeting. The meetings are held monthly and are well attended by all internal stakeholders.

The Steering Committee is also supported by the KZN Cooperative Governance and Traditional Affairs (COGTA) Municipal Turnaround Strategy Task Team who have provided guidance and support to the iLembe Task Team.

An overview of the achievements and challenges for each key performance area (KPA) is reflected as follows;

1. KPA - Aged Infrastructure

Target	Milestones	Actions	Progress
Reduced service Interruptions and improve maintenance	Improve water supply	KwaDukuza Local Municipality CBD Mains replacement contract awarded with commencement date 18 Dec 2009; contract 98% complete, but has slowed due to performance-related issues - tie-in of the new reticulation system has been experiencing severe problems with full commissioning delayed until March 2011; no new PRV sites commissioned in January 2011; remaining 7 new PRV sites scheduled for completion in February (with new double hydrant zone boundary control); new inlet control valves at Saunders Street installed; new rising main to Town View Reservoir installed and commissioned; Zinkwazi Beach and Blythedale - water supply problems still exist but are being addressed with Umgeni Water. ; current investigations taking place to determine viability of recommissioning old Blythedale pipeline from Saunders Street Reservoir. Comment: Need to prioritize the implementation of the Blythedale line in order to augment the borehole supply. We need to put time frames for this project because of the critical situation on the ground.	On Target
		Ndwedwe Local Municipality Interruptions to water supply minimised. Reactive maintenance of reservoirs undertaken - all work in Ndwedwe now completed. Sundumbili: leak detection underway, leak repair completed (321 leaks repaired) and customer meter installation currently in procurement stage.	On Target

		Mandeni Local Municipality Recommissioning of 3 PRV's complete and new PRV installed - no recorded bursts for ten months; tender document for 4.4km mains replacement advertised with site inspection scheduled for 4 February. <u>Zamane</u> : leak detection completed and system appears to be stable since consumer restrictions have taken place. <u>Ntunjambili</u> : meter installation was planned for commencement in November this financial year, but initial training of plumber not successful.	On Target
Finalise maintenance plan.		Draft report has been completed and has been workshopped with officials. Second draft of document together with Rehabilitation Project Plan has been submitted.	On Target
Generators	Install generators at other schemes. Generator at Sander Street- Prepared designs (2-3 months), secure funding. 2010/2011 fy, procure genset (6 months).Generator Sander Street - Procure professional services provider (MFMA allows emergency procurement), Designed complete, Establishment of the slab, Funding Secured (internal and or external funds), Installation complete.	Professional Service Provider VelaVKE worked "at risk" to complete a desktop workflow chart, focusing on KwaDukuza LM area. We are also currently assessing energy efficiency devices for all pumps and motors to determine if cost savings can be achieved (both from the required generator size and normal electricity costs). Budget availability has hampered progress.	Not Done
	Secure generator at Sander Street.	Official from Electricity Department of KwaDukuza LM is assisting with assessing the best option. It has been confirmed that the Umgeni Water genset is not available for iLembe use. Budget availability has hampered progress	Not Done
	Procure other generators for waterworks.	Depends on funding becoming available. Target date of end June for delivery will not be met if funding is not made available immediately.	Not Done
	Secure funding needed (R1.5 million) to secure generators.	Depends on funding becoming available. Target date of end June for delivery will not be met if funding is not made available immediately.	Not Done
Waste water treatment works	Montobela , Tugela and Mandeni WWTW	R4,640 000 at short term refurbishments. Expenditure at KwaDukuza (Stanger) R4,435 000 at short term refurbishments.	On Target
Asset Register	Update Asset Register - Appoint service provider to do asset registry, Secure funding.Asset Management Intervention Funding Identified in budget adjustment - R500 000, Appoint service provider Dec 2009, Verification and conversion to be done by April 2010.	Draft Asset Register has been received from the PSP	Done
Systems & Process	Upgrade Telemetry system. Updating telemetry - KwaDukuza. Service provider secured, Installation (3rd quarter complete), Mandeni-Finance needed in 2010/2011, Installation begin	Report on tenders by the PSP was received in February 2010. Report submitted to Manager: SCM, for quotes received to be analysed by BEC. Award still outstanding. Budget availability has delayed award. Have received presentation from alternative service provider	Not Done

	July 2010. Telemetry system Contractor appointed (April 2010), Installation complete Dec 2010.		
	Update Telemetry System - KwaDukuza phase 1, then extend programme to Mandeni.	See above - work cannot commence until contract is awarded.	Not Done
	Prepare Security Plan - Install CCTV in phases. Secure for CCTV funding 2010/2011 FY- R 5 million - Phase 1 (Total cost R 12 million), Contractor appointed (2010 - but before end FY), Installation (Dec 2010). CCTV Service provider appointed Dec 2009, Verification and conversion complete April 2010.	Phase 1 has been completed.	Done

TABLE 19: KPA - Aged Infrastructure

2. KPA - Public Participation

Target	Milestones	Actions	Progress
Establish District wide Ward Committee Forum.	<p>Write to all Local Municipal Speakers and MMs informing them about the establishment of District wide Ward Committee Forum.</p> <p>By end of February 2010: Launch the District wide ward committee Forum.</p> <p>By end of March 2010: Conduct a Train - the trainer program. Conduct training for Forum members.</p> <p>By September 2010: Mentor the newly trained candidates in ensuring that they are able to impart the knowledge and information gained. Monthly meetings will be held a week prior to the LM's Ward Committee meetings. Involve District Wide Committee members on new projects and any Social intervention. Obtain a schedule of monthly Water Forum meetings so that we can schedule DM meetings before their meeting. Establish structure at DM level by deadline. Number of training workshops for ward committees. Percentage of Project Steering Committees for all projects that will be represented by the Ward Committees that are established.</p>	<p>IGR Forum functional. Training provided by National COGTA through Local Municipality. Forum to serve as the DM structure for Local water forums- resolution to be obtained on the speakers forum (24 Feb. 2011). KDM has submitted a monthly meeting schedule for its WC. Awaiting same from the other LMs. Formulation of TOR for both District Wide Ward Committee Forum and Water Forum are underway.</p>	On Target
IGR			

IGR to be up and running by March 2010.	Mayors and MMs' Forum must adopt Consultants recommendations and enable implementation. Monitor frequency of Sub-Committee meetings that are reporting to the MMs' Forum. Strategic actions to be taken to achieve milestones and 2016 strategic objective.	Three sub forums have met in the last two months, Infrastructure forum and Planning forum. The other forums have not met. The DAFF members were engaged with AG. The DCF did not meet the quorum. The MMs forum did not meet the quorum. DGTOC has no chairperson. Monthly meetings prove to be a challenge and forums recommend bi-monthly meetings. Grand funding report will be presented at the next EXCO.	Done
Communication	Quarterly newsletter to be published. SMS service to Councilors and Officials around service interruption. Press Briefings, Radio Slots and Monthly billing statements.	Sms is up and running. Press briefings as and when required. Newspaper on hold due to limited finance. Website is functional, info is added as and when needed.	On Target
Staffing	By March 2010; Fill the PPO and IGRO posts.	Jan-10	Done

TABLE 20: KPA Public Participation

3. KPA - Organizational Review

Target	Milestones	Actions	Progress
Deploy appropriate policies, systems and processes.	Organisational Review - Appoint service provider to conduct organisational review.	Done	Done
	Policies - Monitor, measure, evaluate & review policies, systems and processes periodically.	With the help of KZN Treasury 11 Policies with gaps have been amended and are being taken through Committees. 8 x HR Policies were approved at Council on 28 July 2010.	Done
	Structure - Get Structure approved by Council.	Approved at Council. Workshopped with Directors and subsequently MANCO, input relayed for inclusion. Workshopped at MANCO and Exco. Workshopped at MANCO on the following dates: 05 October 2010 & 15 November 2010 . Analysis on liquidity vs latest needs being done with CFO.	On Target
Skills Audit			
Implement skills audit results.	The next 12 months: Improved productivity. Employer of choice.	Meeting held with service provider and report has been workshopped to MANCO 27 September 2010.	Done
Employee wellbeing	Place staff appropriately. Re-skill appropriately placed employees. Manage disputes as and when they arise. Improved financial sustainability of iLembe (Cost to Surplus ratio).		On Target
Attract, Develop, Retain, Recognise and reward employees.	In the next 6 months:	Skills Retention Policy and Recruitment Policy adopted by Council on 19 June 2008.	Done
Create a conducive environment for employees.	Do an assessment of AS IS situation and implement accordingly. Implement retention initiatives/	Workshopped on 12 April 2010. MANCO noted that Council had approved a retention strategy on 19 June 2008. Occupational Health &	Done

	strategies. Appropriately reward good performance. Ensure workplace is legislative compliant, e.g. OHS, EEA etc. Have market related and competitive benefits. Investment in iLembe employees.	Safety Policy adopted by Council on 28 July 2010, EE report submitted to DOL on 17 January 2011. Workshopped at MANCO on 04 & 07 October 2010 and will go to Exco when it is finalised by MANCO.	
	Deploy a scientific performance management system.		On Target
Organizational Effectiveness			
Ensure the continued frequent but periodic review of the municipality's long term strategic objectives.	Review and develop terms of reference of iLembe's MANCO & EXCO Committee. Identify iLembe's strategic objectives and make them standard items in MANCO & EXCO agendas. Monitor, measure and review the strategic objectives. Report on compliance or lack thereof.	<ol style="list-style-type: none"> 1. TOR presented at MANCO on 19 April 2010 2. Strategic objectives highlighted through TOR 3. Monitoring and measurement on delivery on the above to happen proactively through the above. 4. Reporting templates to be standardised for ease of reference. 	Done
Archives			
Compliance with the Act		System has been approved - train staff on the new system - Met with Records Officer and Manager ICT on 22 January 2010 to discuss the way forward, will be approaching Provincial Archivist to obtain approval for the appointment of external resource to implement the change. No provision made on the budget for archives Durban Archives Repositor have carried out a follow-up records management inspection on the 27 Sept 10, and advised that IDM purchases the stationery and filing cabinets and Durban Archives will assist with the archives at no cost. A workshop was held on the 23 & 24 November 2010 to train Managers, Admin Assistants & Secretaries in the management of the new system and implementation thereof. We have been advised by Durban Archives to carry out an office cleansing process, so that they can provide the Municipality with a disposal authority.	On Target

TABLE 21: KPA Organizational Review

4. KPA-Financial Viability

Target	Milestones	Actions	Progress
Stores & SCM	Get accommodation for stores.	Done	Done
	Streamline SCM Committees Implementation of new committee structure and management of stores in the next 3 months.	In progress.	On Target
	SCM - Monthly stock takes and monitoring of stock movements and variances.	In progress.	On Target
	Properly implement and devise controls for satellite stores.	In progress.	On Target
	Streamline Committees, and Management of Stores/Accommodation. Frequency of SCM committee meetings , specification, evaluation and adjudication.	Refer above.	Done
Debt Collection	Total control by service providers. Collect sewer - 30 day. Debt collection - disconnection/limiting - 500 per month.	Sewer accounts handed over.	On Target
	Payment Ratio continue disconnection/ limiting. Debt collection - collection of 80 % of recoverable debt excluding any incentive schemes.	Collection rate is Oct - 53%, Nov - 65% and Dec - 72%; the average for the quarter is 68%.	On Target
	Ensure timeous monthly meter readings and deviations.	A schedule for meter reading and deviations is done and monitored accordingly.	On Target
	Meter replacements statistics on estimated meters.	164 meters were changed across the District.	Done
	Integration of cleansed data.	Information is updated as we collect if from consumers especially those who have been restricted/disconnected when they respond	On Target
	Handover of sewer accounts to Council's Attorneys.	Sewer accounts handed over and being monitored monthly.	Done
	Consolidate accounts (tenants/owner).	Consolidated accounts is ongoing as and when we process restrictions and disconnections.	On Target
	Disconnect all over 60 days business accounts on two days notice.	>Restrictions list sent out Oct/Nov/Dec - 4252/4649/1396 >Restriction list done Oct/Nov/Dec - 2554/2130/663 >Not done due to time constraints on the part of contractors Oct/Nov/Dec - 1432/2258/501 >Not done for other reasons Oct/Nov/Dec - 267/235/169 >Reconnected Oct/Nov/Dec - 269/254/196	Done
	Flow limit all domestic consumers on 2 days notice over 60 days.		Done
	Hand over to Council's Attorneys or recommendation to Council to write off.	Appointment of attorneys has been done and list of accounts to be handed over is being processed and will be given to them end of February 2011.	On Target

	Submit monthly debt collection report to committees.	Done	Done
Accurate Billing & Data Cleansing	Physical verification exercise of all registered consumers. Complete data cleansing in the next 12 months. Data Cleansing - 70 routes by 5 staff = 14 months.	During the first half of financial year there was a moratorium on recruitment however a plan was done to implement in the 2nd half. A list of unemployed graduates has been obtained from the Youth Officer and selection is being done by CFO. Interviews will be held towards end of February 2011.	On Target
	Correct meter readings, Correct tariffs.	Consumptions are analysed and any exceptions are sent out for verification. This is a continuous process.	Done
	Instructions to be clearly relayed to staff undertaking tasks. Ensure incremental accurate billing in the next 18 months. Accurate Billing - 2000 additional accounts must be accurate per amount		Done
	Ensure accurate statistics of estimated meter readings and reasons thereof.	This is done monthly and a list of faulty meters or meters to be relocated is compiled and sent to Technical Services for actioning.	Done
	Ensure security of system once data cleansing has been done	Still awaiting an upgraded version to enable daily audit trails to be printed and checked.	Not Done
Staffing	Fill additional staff - 4 posts for debt collection	Done	Done
	Require Supervisor and 2 clerks (temporary) for data cleansing.	Done	Done
	2 Billing Clerks.	Done	Done
	Additional meter readers required.	Recruitment to be finalised in March according to HR schedule.	On Target
	Appointment of required SCM staff.	Done	Done
Training	Training on Munsoft.	Provision has been made on the 2010/11 budget.	Not Done
	Train storeman on computer literacy.	To storemen for satellite stores	On Target
	Radix training for meter readers and billing clerks.	Done.	Done
	Service provider to train iLembe staff in debt collection.	Abandoned, internal training will be conducted as from August 2010.	Not Done
	Training needs analysis.	Done	Done
Sytems & Processes	Get handheld radix machines that utilise GPS coordinates.	Done	Done
	Review and optimise processes.	Not completed as other urgent tasks e.g. readiness for GRAP conversion had to be done.	On Target

TABLE 22: KPA Financial Viability

CHAPTER 3 – DEVELOPMENT STRATEGIES

3.1 ILEMBE'S DEVELOPMENT VISION



FIGURE 13: iLembe District Vision 2007-2027

By 2027 iLembe District Municipality will be a World Class African Destination, with excellent services and quality of life for its people.

Ultimately this Vision can be realized by ensuring that the basic elements are adhered to, which is:

- Creating economic growth and jobs.
- Eradicating backlogs in service delivery.
- Providing for housing and socio-economic development (including the impact of HIV/AIDS).
- Positioning the iLembe area as a prime tourist destination.
- Making the area of iLembe a safe and vibrant meeting place of rural, traditional and urban life-styles.
- Integrating the first and second economies to benefit from investment.
- Achieving a sustainable settlement pattern where people could meet all their needs to provide for a better quality of life and maintain sustainable livelihoods.
- Creating functional and institutional harmony with upstream and downstream spheres of government.

3.2 ILEMBE'S POSITION STATEMENT

The iLembe position statement provides a common perspective that ensures that all planning endeavours are focused on the same aim or destination to achieve the desired future for the District. This position statement creates common ground on which all stakeholders can agree and embrace in their individual or joint efforts to achieving the desired future.

The future development of the iLembe District is focused on the following perspective:

- **Its character and personality:** iLembe growing tourist destination with future potential, visual and aesthetic impact which can be enjoyed by our visitors.
- **Its comparative advantage:** iLembe is strategically located between two of Africa's largest trade ports, i.e. Durban and Richards Bay with the N2 eThekweni-iLembe-uThungulu Corridor. These aspects provide for ample opportunity to attract economic investment that will benefit all the communities of iLembe.

- **Its products and target markets:** iLembe has plenty of products to offer in all the economic growth sectors. These need to be clearly defined and promoted to the benefit of all the existing and future inhabitants of iLembe.

3.3. ILEMBE'S DEVELOPMENT THRUSTS

iLembe has set itself the following strategic objectives and development thrusts.

- Promote investment along existing nodes and new corridors.
- Promote investment that contributes to regeneration and renewal.
- Promote investment in industrial hubs and introduce incentives.
- Provide sufficient, affordable, reliable infrastructure and maintain and upgrade existing infrastructure.
- Encourage rural settlement along road networks and existing Infrastructure.
- Undertake skills development and maintain an updates skills database.
- Manage the Shared Services Centre as a seat of capacity building and fast-tracking of delivery.
- Establish and promote Private Public Partnerships i.e. cooperatives.
- Preserve and protect the natural environment through the application of appropriate conservation management.
- Promote cultural and community based tourism.

3.4 ILEMBE'S STRATEGIC DEVELOPMENT ROLE

Within a development context iLembe District Municipality has very specific roles, i.e.:

Co-ordinator

- Balanced approach to fund allocation and identification of strategic projects and programmes.
- Establish and disseminate guidelines and standards for efficient and effective service delivery in an integrated manner.
- Ensure integration of actions that support one another and encourage innovation, coordination and methods of implementation.

Implementor

- Provide funding for strategic and coordinated service delivery, especially for those services that are the responsibility of the District.
- Through the coordination of the Local IDPs, identify common strategic projects for implementation.
- Create and communicate alternative incentives for service delivery and investment in the District.
- Create mechanisms that will ensure sustainable investment and economic opportunities.
- Manage the Shared Services Centre for efficient service delivery.

Stimulator

- Develop and provide training for new approach and requirements.
- Identify needs and opportunities for intervention especially in relation to cross-border initiatives.

Facilitator

- Ensure that funding is available and within the budgetary allocation towards training, capacitation, project management, monitoring, evaluation and communication.
- Establish an environment conducive to investment, skills transfer, BEE and service delivery.

3.5 ILEMBE'S DEVELOPMENT STRATEGIES

In attempting to achieve the vision with sustainable growth and development within the District the following strategies and objectives have been explored and will continue to

be investigated. The following Strategies and Objectives are to be explored and invested:

KPA1: Service Delivery & Infrastructure Development

Objective: To address services backlogs and future growth as well as maintain and upgrade existing infrastructure.

<u>Municipal Action</u>	<u>Achievements to Date</u>
<ul style="list-style-type: none"> • Prepare Water Services Master Plan. • Prepare an Energy Master Plan. • Prepare Transportation Infrastructure Plan. • Eradicate 15% of the water and sanitation backlogs. • Improve the Spatial Structure of the District through proper land use management. • Coordinate and facilitate the provision of infrastructure towards social services. • Establish an Electrification Programme, particularly in KwaDukuza and Mandeni. • Maintain and upgrade electrification networks. • Provide and upgrade the road network. • Provide waste management services. • Emergency Water Supply and Management 	<ul style="list-style-type: none"> • Master Plans have been prepared and backlogs verified. Master Plans outlined preferred options associated with funding requirements. • backlogs by 7.5% by delivering water to 6 090 households and sanitation to 2 356 households. Reduced • with Umgeni Water for bulk water supply. Partnership • regional landfill and transfer sites. Established • implementing Free Basic Electricity (50kw/h). Gradually • Free Basic Water (6kl/m). Implementing • Free Basic Solid Waste for the Indigent. Implementing • of 1 560 new houses in KwaDukuza. Electrification • progress of 3 sub-stations in KwaDukuza. Upgrade in • maintenance of roads. General • upgrade of sports and recreation facilities. General • Capital Investment Framework that is linked to the IDP. Established a • bulk electricity to the value of R129m in Ndwedwe and Maphumulo. Upgrade of • Plan linked to Roll-Out and funding requirements. Energy Master • SDF to guide investment along corridors and nodes. Review of • "turn Around" Strategy linked to Action Plan. Formulated

TABLE 23: KPA1: Service Delivery & Infrastructure Development

KPA 2: Social and Economic Development

Objective: To stimulate economic development and reverse current trends of decline in diversity thereby enhancing economic growth.

<u>Municipal Action</u>	<u>Achievements to Date</u>
<ul style="list-style-type: none"> • Prepare the LED Strategy. • Increase the competitive advantage of the District. • Promote trade and investment • Act on development opportunities. • Stimulate and invest in this District as a tourism destination. • Integrate economies to achieve socio-economic upliftment. • Focus on poverty alleviation and empowerment. • Achieve sustainable development by incorporating environmental decision-making tools. • Align Local Municipal Housing Sector Plans. 	<ul style="list-style-type: none"> • 4 Sector Plans and a combined LED Strategy have been prepared. • Lead Projects were identified for the economic sectors Agriculture, Tourism, Manufacturing and Services. • An Economic Development Agency has been established. • The iLembe Chamber of Commerce & Industry has been established • The Growth and Development Summit (2007) was held. • R5m was sourced and secured from Provincial and National funds. • An Integrated Craft Hub was established for the district • The Industrial Development Strategy for the District has been completed • An Incentive Scheme Strategy is currently in progress. • R33m was allocated towards Corridor Development (DLGTA). • The Integrated Environmental Programme has been approved 2006.

- Endeavour to achieve sustainable human settlement in all aspects of development and growth.

- Approved the Land Use Management Framework.
- Facilitated delivery of low-cost, subsidized housing throughout District.
- The regeneration and renewal of the KwaDukuza and Mandeni CBDs were initiated and underway.
- Approved building plans to value of R900m, primarily in KwaDukuza.
- Prepared and adopted Spatial Development Plans to guide future growth.

TABLE 24: KPA 2: Social and Economic Development

KPA 3: Good Governance and Public Participation

Objective: To provide systems and mechanisms for accountability and public participation in municipal developmental affairs.

<u>Municipal Action</u>	<u>Achievements to Date</u>
<ul style="list-style-type: none"> • Formulate an IDP within the context of the 5-year cycle. • Establish institutional structures. • Empower the Municipality and its workforce to champion social and economic change through transparent and cooperative governance. • Build a culture of good governance. • Prepare and implement the PMS that is linked to IDPs and the SDBIP. • Improve Public Participation efforts. • Fire Services linked to Disaster Management Plan. 	<ul style="list-style-type: none"> • Adopted the iLembe 2007 – 2012 IDP which was rated "Best Family of Municipalities" IDP. • Established a District HIV/AIDS Council. • Established a Youth/Gender Sub-Committee. • Approved a Community Participation Plan. • Adopted a Communication Strategy. • Established the PMS and SDBIP. • Established Sector Alignment Forums for more effective IDP coordination. • Established a Planning Forum, focusing on coordinate planning initiatives. • Appointed Audit Committees. • Established a District Coordinating Forum. • Established a Traditional House of Leaders with the appropriate Framework Protocol Agreement signed. • Established and operationalised 66 Ward Committees. • Deployed 33 CDWs in the District. • Established a District Technical Coordinating Committee. • Employed OSAC Officer. • Employed a Public Participation and Intergovernmental Relations Officer. • Intergovernmental relation forums are operating. • Launched the District Wide Ward Committee Forum in 2010. • Reactivation of the Speakers Forum. • Strengthened partnership and integrated approach in planning of public meetings thus sharing of resources. • Established a Disaster Management Center. •

TABLE 25: KPA 3: Good Governance and Public Participation

KPA 4: Municipal Transformation and Institutional Development

Objective: To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.

Municipal Action	Achievements to Date
<ul style="list-style-type: none"> • Undertake skills training to improve staff performance. • Promote innovative leadership. • Build capacity through sharing of services. • Develop Strategy to retain critical and scarce skills. • Develop innovative Leadership. • Prepare and implement PMS linked to IDP's and SDBIP • Develop and review annually the Organisational Structure. • Optimisation of ICT to improve Business processes. • Implementation of Employment Equity Plan. • Undertake Client Satisfaction Survey – link findings to “turn Around” Strategy. • Occupational Health Risk Assessment • Develop By-Laws for Environmental Health Services. • 	<ul style="list-style-type: none"> • Powers and functions have sufficiently been dealt with at an institutional level. • Completed the Municipal Annual Report successfully. • Implementation plans completed for designated groups, i.e. woman, youth and disabled. • Staff structure currently under review. • Shared Services allocated to Enterprise iLembe. • Established 5 ICT Centres through the E-Cooperatives Programme. • Deployed planning support for township establishment in Ndwedwe and Maphumulo. • Formulated “Turn Around” Strategy linked to Action Plan. • The Environmental Risk and Hazard Assessment have been undertaken. •

TABLE 26: KPA 4 Municipal Transformation and Institutional Development

KPA 5: Municipal Financial Viability and Management

Objective: To manage municipal resources to ensure financial sustainability and affordability.

Municipal Action		Achievements to Date
• and provide Development Incentive Schemes	Introduce	<ul style="list-style-type: none"> • Received a FITCH rating of BB+. • Employed staff in key financial positions. • The SDBIP was approved and is continuously being monitored. • Adopted the Rand for Rand Campaign – considering its continuation • Data cleansing focusing on revenue enhancement is currently underway. • The budget has successfully been linked to the IDP, PMS and SDBIP. • Established Internal Audit Unit
• the local economy.	Stimulate	
• a performance based budget that is accurate and realistic.	Undertake	
• investment confidence and interest through sound financial principles and discipline.	Boost	
• Revenue Collection.	Improve	
• strategy to improve Billing System.	Develop	
• expenditure on Non-core activities	Review	
• Indigent Policy	Review	
• SCM.	Improve	

TABLE 27: KPA 5 Municipal Financial Viability & Management

In summary, the following challenges and interventions apply to iLembe District at a strategic level:



FIGURE 14: iLembe Challenges and Interventions

CHAPTER 4 - THE SPATIAL DEVELOPMENT FRAMEWORK

The iLembe Council adopted their reviewed spatial development framework on the 15 June 2010. The SDF serves as the basis upon which the District evaluated all planning applications as well as determines the current and future bulk infrastructure supply. In this current 2011-2012 review the iLembe District has embarked on two significant spatial initiatives. The first project "Towards an iLembe Urban Development Boundary" is a planning tool designed to assist the District in managing urban growth through the establishment of development zones. The development zones are intended to provide a spatial argument for the protection of the rich natural resources of the region as well provide a framework within which to determine the type of bulk infrastructure anticipated within each development zone.

The second initiative is a project attempting to align the SDF's of the Local Municipalities within the Region. The project has used the KZN PPDC LUMS manual for standardization of certain categories of information. These include spatial concepts of primary nodes, primary corridors and certain land uses like residential, commercial. Section D8 covers this project in full.

4.1 ALIGNMENT OF THE SDF WITH KEY PROVINCIAL & NATIONAL POLICIES

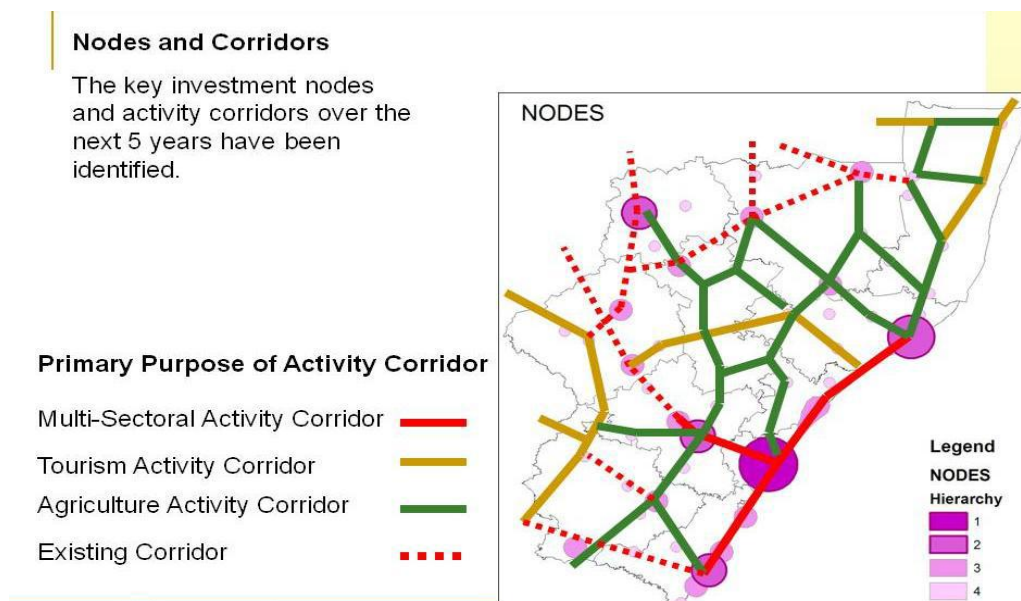
THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

iLembe has considered the National Spatial Development Framework and the Provincial Spatial Economic Perspective (PSDES) within the SDF formulation which has ensured that there is alignment between the NSDP and the iLembe SDF and its IDP Sector Plans. The principles of the NSDP formed the basis of the spatial approach for the iLembe SDF.

The principles for the NSDP are summarised as follows:

- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long-term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.
- In localities where there is low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

The PSDES recognised the strategic location of the iLembe District within the provincial corridor which stretches from UThungulu District in the north and EThekweni Metro in the south. The District is ideally located to attract direct and indirect investment from the two port areas. It also has the advantage of being connected to the inland municipalities like Ndwedwe and Maphumulo as well as Pietermaritzburg. The map below reflects the location of the District within the PSDES.



MAP 12: Nodes and Corridors

The iLembe SDF was adopted by Council in June 2010 and is currently under review and attached as **ANNEXURE A**, it serves as a tool for the implementation of the IDP and localised spatial plans and policies, including the LUMS. It also serves to facilitate planning at a higher level by informing national and provincial authorities of the spatial development directives of the iLembe Local Municipality. Furthermore, the broad purpose of the SDF is to provide strategic guidelines and principles in terms of which development initiatives and land use applications can be evaluated. The SDF is guided by the following 5 spatial principles which form the foundation of an appropriate SDF:

- Equality
- Efficiency
- Integration
- Sustainability
- Fair and Good Governance

4.2 MOVEMENT, INVESTMENT AND DEVELOPMENT STRUCTURE

The major structuring element for determining the existing and future concentration of development, activity and investment in the iLembe District consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages, including the N2 and the R102.

- **Primary Development and Investment Corridors:** Consisting of the existing series of east-west provincial roads linking the N2 in the east and the western parts of the District, as well as the R102 west of the N2. The majority of the roads suggested for the establishment of primary corridors are in place.
- **Secondary Development and Investment Corridors:** The major components of the secondary corridors consist of the north-south linkages inland from the R102 and a hinterland north-south linkage connecting Ndwedwe and Maphumulo Villages. The construction of this north-south link road between Main Road 20 (Stanger-Kranskop) in the north and P25 (Tongaat to Wartburg) in the south was identified as an area of intervention in the Presidential Imbizo and has accordingly been included in the District Projects list. These corridors represent an intermediate structuring element, providing location for development and activities primarily at the local level, but at a higher level than strictly community-orientated activities. Again the proposed corridors are substantially located on an existing road network. However, additional inter-linkages between the individual Local Municipalities would be beneficial for the establishment of greater accessibility in and to the western part of the District. Much of this area is considered underdeveloped and

improved accessibility, the establishment of additional interceptor points, together with programmes for improved physical and social services and local economic development, is expected to improve development conditions.

- **Tertiary Access Corridors:** These are not indicated in the District SDF. They are however expected to be identified in the Local SDFs as they are intended to represent the focus for local area development. The interceptor points of the tertiary corridors as well as the tertiary with the secondary corridors will be ideal places for secondary, tertiary and local development nodes.

4.3 DEVELOPMENT AND ACTIVITY NODES

Again, the establishment of a hierarchy of nodes is suggested depending on their function, location and existing development in accordance with the following:

- **District Node:** This node is expected to accommodate the central administrative and service functions serving the entire District. Stanger fulfils this function, accommodating one of the largest urban concentrations within the District. It provides location for much of the economic and industrial development of the area forming the most important centre of the District.
- **Primary Nodes:** These nodes function as the main centre within each of the Local Municipalities, providing the central administrative and service functions for the local area. The towns/villages of Mandeni, Maphumulo and Ndwedwe are the primary nodes together with Ballito/Zimbali, located in the KwaDukuza Municipality, which represents a special case in terms of significant residential, tourism and economic development without accommodating administrative functions. All nodes consist of existing developments located mostly at the interceptor points of primary and secondary development corridors. Because of their central function within the relevant Local Municipality, these primary nodes are expected to attract a series of other developments, including urban residential development, commercial and economic development, etc.

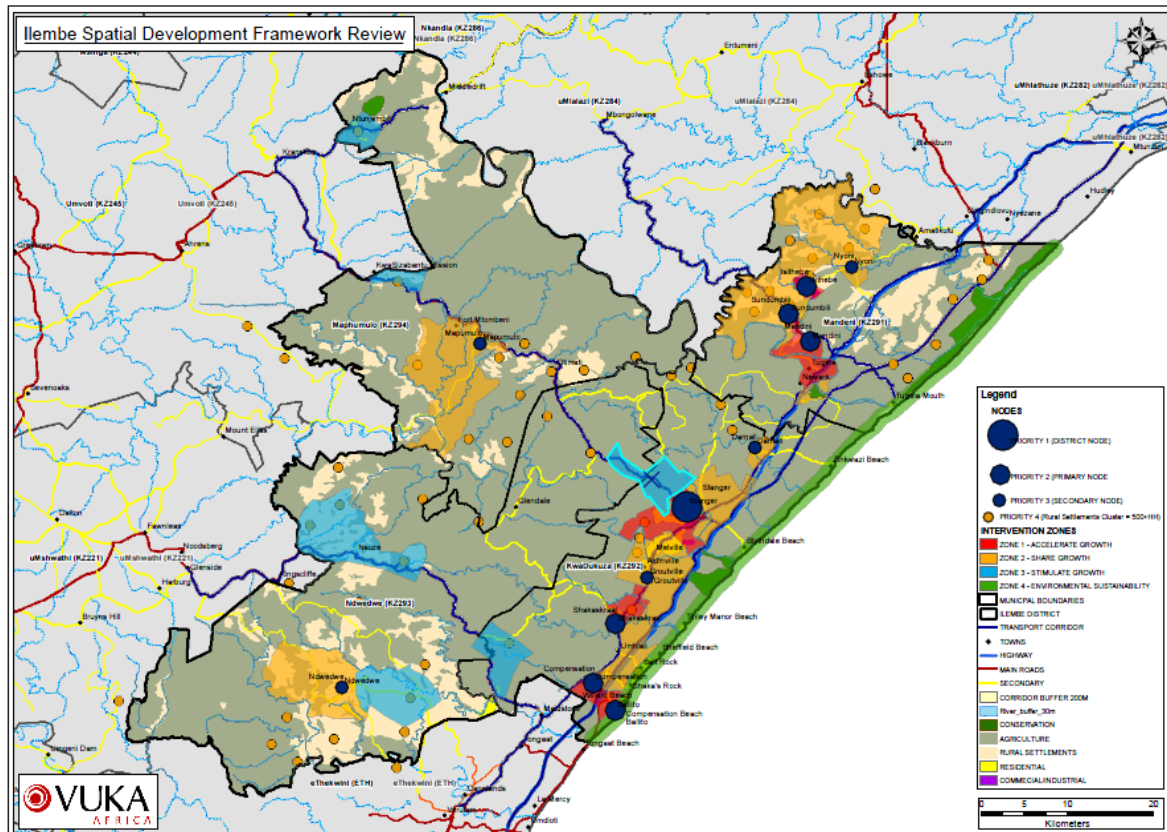
4.5 NATURAL STRUCTURING SYSTEMS

The District SDF highlights the importance of **the coast** in terms of a unique maritime environment and its resulting high level of environmental sensitivity. This includes the specific environments of the series of **river mouths, estuaries and lagoons**, each of which should be addressed individually in terms of their environmental uniqueness and opportunities for integration into recreational and tourism activities, as well as the potentially surrounding built environment. The Local SDFs and potential specific beachfront development frameworks should identify the unique opportunities, constraints and threats relating to the environmental issues versus development pressures on the coast.

The second important component of the natural structuring system consists of the numerous **major east-west running river valleys**. These represent major topographic barriers and breaks in any development. Many of these valleys contain significant areas of indigenous vegetation and should be utilised, together with relevant tributaries, as a natural green network structuring the landscape. The width of this system depends on local topographic and environmental. Together with local communities and relevant stakeholders appropriate management and maintenance systems should be established and rehabilitation programmes considered. This approach would also include the appropriately protection, management and rehabilitation of the natural environment within **existing mountain and hill ranges** as well as other unique natural habitats that have been identified. Where possible the variety of components should be integrated and linked into an overall natural system. Particular attention is required regarding the appropriate protection, management and rehabilitation of natural areas, river valleys, areas of natural beauty, etc. in the western parts of the District. These elements will contribute to establishing recreational and tourism opportunities that link into the more traditional beach-orientated activities.

4.6 DOMINANT LAND USES

The District SDF only identifies the major dominant land uses. The information is largely based on information emanating from the Local SDFs. The District SDF does not repeat Local SDF information, but indicates the broad trends, ensuring that there exist similar approaches to land use categories throughout the District and that land uses, where relevant, are appropriately aligned to each other across local municipality boundaries. The following categories are identified in the District SDF:



MAP 13: iLembe Spatial Development Framework

- **Urban Development:** The extent to which urban development should take place and where it should be located. However, further details need to be established at the local level. This is relevant in particular in relation to development pressures in the coastal strip.
- **Peri-urban Settlement:** Lower density suburban development surrounding urban areas as well as major nodes and corridors and densifying rural settlement around rural nodes and corridors.
- **Rural Development:** Areas covering significant parts of the District consisting largely of traditional settlement areas. The information has been established at the local level and generalised for this District SDF. While the District SDF does not provide any further detail, it should be ensured that the local frameworks establish where future residential growth and potential densification should take place within these rural areas.
- **Agriculture:** Areas covered at present and in future by commercial agriculture primarily. This should not only represent existing areas of agriculture but also potential envisaged changes from agriculture to urbanised development and potentially more efficient agricultural activities in traditional settlement areas.
- **Economic Opportunity Zones:** Areas which either contains substantial existing economic development or areas which, due to their location or other influences, present opportunities for economic development of significance. Areas identified include the existing economic development in the north of Stanger, the existing Isithebe area in

Mandeni, a potential area around Shakaskraal and Etete and a potential development area around Compensation, all situated in KwaDukuza.

4.7 INTEGRATION AND RECONSTRUCTION

Integration and reconstruction are issues that, while not always related to each other, are of significance in the development of the District. These elements of the SDF can only be represented spatially at the district level to some extent. Appropriate approaches which extend beyond purely physical development need to be established in coordination between District and Local Municipalities.

- **Integration:** This is required to take place at a variety of development levels ranging from provincial to inter-district to local municipal level in terms of land uses and activities, development structuring elements, environmental approaches, etc. At the more detailed level integration is required in terms of settlement development, related development and the wider living environment as well as the design of settlement, nodal development, utilisation and integration of the natural environment, etc.
- **Reconstruction:** The reconstruction of the District and the Local Municipalities is of great significance if the objective is to go beyond visions and intentions. This requires a greater emphasis on providing improved living conditions in the presently underdeveloped areas of the District, including improved physical and social service provision, local economic development, preservation and appropriate usage of natural resources, etc. Guidance also needs to be provided for a better structuring of growth, creating unique and liveable environments in which the communities can develop themselves. This will obviously have to take place in close cooperation with the relevant communities and their structures.

4.8 FINALISATION OF ILEMBE'S SDF

In finalising the iLembe SDF the following aspects need to be addressed:

- **Providing Spatial Location for Priority Needs Identified In the IDP:** The SDF is considered as an integral part of the IDP, providing spatial location for development issues identified in the IDP. It appears therefore important that priority programmes and actions identified in the IDP are reflected in the SDF if they have a spatial dimension. As such the identified priority development of primary and secondary nodes, access linkages, areas of community-based agriculture, alternative tourism nodes, etc. are intended to be identified in the SDF with direct linkages to the relevant programmes and projects established in the IDP.
- **Providing Greater Detail on Environmentally Sensitive Areas:** Although a substantial effort has been made during the compilation of the SDF to establish appropriate environmental detail derived from the relevant environmental authorities, little meaningful detail information relevant at the level of the District SDF could be established. While the areas of concern have been identified and included into the SDF, details on the specific locational issues and potential actions required will still have to be established.
- **Identifying a Hierarchy of Tourism Nodes:** The development of additional tourism opportunities, both in traditional locations as well as in alternative inland areas, is seen as one of the more important economic development opportunities. The identification of a meaningful hierarchy of tourism opportunities and their integration into the established systems will form part of the SDF. This will, however, still have to be discussed with the local municipalities.
- **Identifying Areas for Community Based Agriculture:** The provision of meaningful guidance for the development of the dispersed traditional settlement areas is of concern and importance. The approach suggested at the District SDF level is one of acceptance of the existing development in whatever present location (except within flood lines etc), the provision of basic needs to the areas concerned, but it provides for strict limitation to the

existing development level. Residential growth should rather take place in the growth areas identified, i.e. areas with good access, proximity to local economic development opportunities, facilities, etc., while the establishment of community-based agriculture should be actively promoted in the remaining rural areas. This matter still needs to be finalised with the relevant Local Municipalities who are expected to provide further guidance on extent and locality.

4.9 TOWARDS AN ILEMBE URBAN DEVELOPMENT LINE AND DEVELOPMENT PHASING LINES: JANUARY 2010

a) Overview: Urban Development Boundary Line

The movement of people in complex and unpredictable ways has given rise to fuzzy definitions of urban and rural settlements in South Africa (SACN, 2006). The key drivers of urbanisation have been identified as population growth in cities, permanent migration from rural to urban areas and re-classification of areas from rural to urban as a result of urban sprawl (SACN, 2006). The SACN (2006) argues that by 2005 there were more people living in urban than rural areas. While overlapping boundaries between urban and rural areas has made it difficult to define settlements, there has been some effort to differentiate various spaces in South Africa. Urban growth is not only the result of urbanisation. Factors such as population growth, economic development, intra city movement of people or businesses caused by a variety of factors also contribute directly to urban growth. In KwaZulu-Natal, areas like Durban North and Ballito are examples of such growth. Aurecon (2010) states that "urbanization has continued apace, with the tipping point reached in 2007, a year in which demographers estimated that the majority of the planet's population was living in cities" (Aurecon: Issue2/2010)

b) International Experience of Urbanisation

Methods for defining urban areas differ from country to country but land use and population density are often the two most influential factors in determining if an area is urban or rural (Demographia, 2007). Several European and North American countries define urban areas as having 400 people per km², while in Australia urban centres are clusters of 1 000 or more people living at a minimum density of 200 people per km².

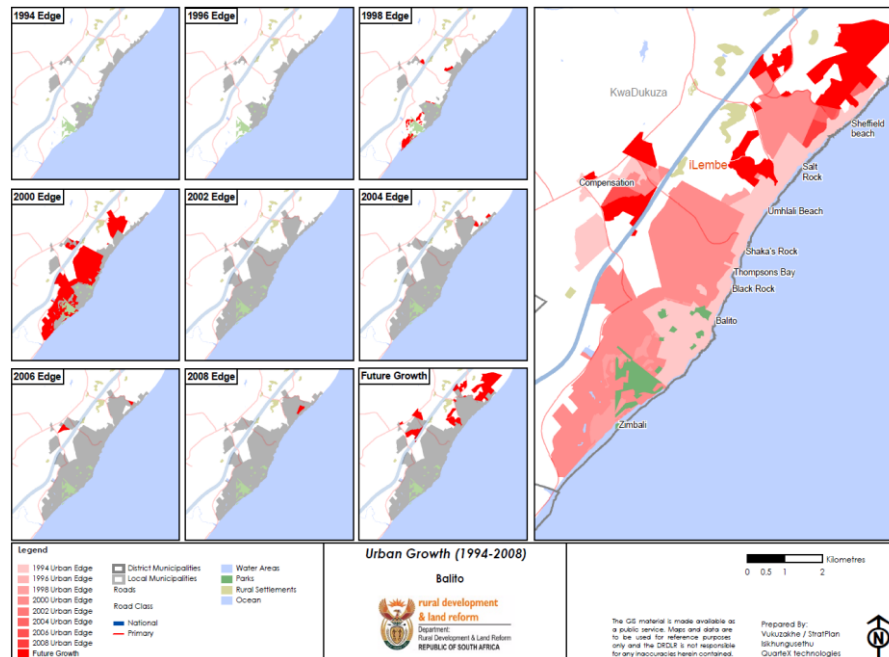
Indeed the growth in the national urban population in India has been phenomenal: in 1901, 25 million of the people lived in urban areas and this increased to 285 million people within 100 years. The urban population grew 12 times and it is estimated that this will increase to about 550 million from 2001 to 2021 and that between 2001 and 2016 urban population as a whole will increase by nearly 50% as compared to 17% for rural areas (Sivaramakrishnan and Singh, 2003). Sivaramakrishnan and Singh have outlined the likely spatial manifestation of urbanisation in India if the current trends continue as listed:

- Increased urban growth essentially along transportation corridors and unrestrained by municipal authorities; and the distinction between urban and rural will be blurred;
- Corridors will be multi-nodal but these nodes will not be well connected functionally as needed. Within these corridors, metropolitan nodes will be further densified.
- In some corridors growth will be continuous but in many it will be discontinuous and sparse with creeping urban sprawl, wasting land and other resources in the process.
- Infrastructure and environmental implications will require careful management.

c) South African Experience of Urbanisation

In KwaZulu-Natal, urbanization has been associated with the trend of migration towards places of adequate infrastructure, uninterrupted service delivery, efficient transport systems and employment opportunities. The spatial manifestation of urbanisation in South African cities are their horizontal sprawl and segregation which have made them into some of the most inefficient and dysfunctional cities in the world (Dewar, 1992). Although the law underpinning this structure, the Group Areas Act (Republic of South Africa, 1996b), was repealed in 1991, many households have invested heavily in making life as comfortable as possible in these remote locations, but there is no active land market there because of poor location (Dewar, 2000). Rural sprawl in South Africa is associated with communal tenure in areas where settlement is becoming denser (a form

of urbanisation?) and it results in conditions which are economically and socially neither urban nor rural (it offers the potential benefits of none), highly inefficient and impossibly expensive to service.



MAP 14: Ballito Urban Growth (1998-2008)

The implementation of the PSEDs in KwaZulu-Natal has resulted in priority attention being afforded the eThekweni-uMhlatuze corridor and the Ilembe District Municipality is strategically located between these two major ports areas. In addition, the establishment of the King Shaka International Airport 15 km from the District has increased the regions economic and social profile. National and Provincial policy, the National Spatial Development Perspective (NSDP) and the Kwazulu Natal Provincial Spatial Economic Perspective have identified the Ilembe Region as a major economic node along a primary corridor which warrants significant bulk infrastructure investment as well as economic investment. The diagram below reflects the spatial location of the Ilembe District along the provincial primary corridor.

4.10 ROLE OF THE URBAN EDGE

Some suggest that urban edges in South Africa are required to redress the legacy of apartheid spatial planning where dormitory townships and settlement of poor communities were pushed to the periphery of towns. They are to be used to manage, direct and phase urban growth pro-actively; to protect environmental and heritage resources outside the urban edge as well as sensitive areas on the urban fringe (Essop cited in PGWC, 2005). The urban edges are expected to assist various stakeholders in achieving the triple bottom line goals of social, economic and ecological sustainability in development.

a) Background

The urban edge concept is a spatial tool designed to achieve greater planning efficiencies in terms of land use, transport and service delivery. Some suggest that urban edges in South Africa are required to redress the legacy of apartheid spatial planning where dormitory townships and settlement of poor communities were pushed to the periphery of towns. They are to be used to manage, direct and phase urban growth pro-actively; to protect environmental and heritage resources outside the urban edge as well as sensitive areas on the urban fringe (Essop cited in PGWC, 2005). The urban edges are expected to assist various stakeholders in achieving the triple bottom line goals of social, economic and ecological sustainability in development.

b) Towards an Urban Edge in iLembe District

The establishment and use of the urban development lines in the iLembe District Municipality is in part a planning response to the growing demand for residential development in the areas and the associated bulk infrastructure that is required. As a consequence of the urban land market, residential development both upmarket and low income housing is being settled in peripheral areas of the region, that make the cost of bulk supply challenging. This planning challenge is equally a national planning challenge in South Africa and a study by the United Nations Habitat Report (October, 2008) listed South African towns and cities as the most inefficient in the world.

The impact of urban sprawl on city management is significant. The following consequences are noted:

- It results in the extensive destruction of agricultural and wilderness land and places of high amenity;
- It results in very low densities which make the delivery of viable and efficient public transportation virtually impossible;
- It is extremely inefficient in terms of the use of utility services;
- It results in the inadequate provision of social and commercial facilities, since thresholds are too low to create acceptable levels of provision;
- It results in places which are extremely expensive and inconvenient in which to live and work. (Spatial Planning Guidelines, COGTA (2008).

c) PURPOSE OF THE URBAN DEVELOPMENT LINE (UDL)

The iLembe District Municipality is the authorized water services provider in the Region. This in effect means that the District has the constitutional obligation to ensure that all residents within the District have access to a sustainable supply of water. The iLembe Planning Business Unit in an attempt to ensure that the District meets its constitutional obligations is promoting the creation of a more efficient urban form. This is been achieved through the establishment of an urban boundary or urban development lines. The urban development lines have three proposed development phasing periods in ten year periods. The urban line is 2010-2020, peri-urban line 2020-2030 and rural has 2030-2040. The time-frame of ten years was selected as development planning monitors settlement growth, in ten year periods. In addition major development approvals are realized between a 5-10 year periods. The concept and development of this planning tool was done in consultation with all Local Municipalities within the region and iLembe Technical Services Department. Local municipalities will then refine the concept to their specific context.

It should be noted that the establishment of the urban development line is not an attempt to replace planning judgment or thought, judgment will always be required. The urban development line is not an attempt to limit development opportunities that may fall outside the urban line 2010-2020. The urban development lines attempt to provide a spatial argument for the efficient delivery of infrastructural services as well as protect those areas that potentially have high value agricultural land to ensure that the region is able to provide long term food security for itself and the neighbouring regions.

4.11 RATIONALE FOR THE URBAN DEVELOPMENT LINES (UDL)

The rationale for the urban development lines in the Region is to encourage:

- The protection of high potential agricultural land through the containment of urban development
- The creation of efficient urban and rural spaces that provide spatial lifestyle choices for residents in and to the Region
- The efficient and sustainable supply of bulk water and sanitation that addresses both backlogs as well as frontlogs

4.11.1 Informants to the Plan

In developing the urban development lines, the iLembe Strategic Environmental Atlas (SEA) as well as the spatial plans of the District and Local Municipalities was considered. The SEA looked at the following base information namely, natural environment, which consists of the land capability, land cover. The transformation adjuster map has reintegrated areas suitable for development, which is reflected in the existing settlement map within the region.

• Natural Environment

a) Land Capability (Refer to Map 6)

The Department of Agriculture developed a land capability data set to assist districts with the identification of the most arable land. Eight classes are identified with class 1-4 being suited to intensive agriculture and class 5-8 more suited to recreation and conservation aligned land uses. In the iLembe District certain parts of the plateaus of the midlands and the areas on the coast fall in class 2 and 3 that have few constraints in terms of climate and soil for intensive agriculture. The Tugela River valley and most of the mountainous areas falls within class 7-8 where land is most suitable to ecotourism activities



MAP 15: Land Capability Map

b) Land Cover (Refer to Map 7)

The CSIR Land Cover dataset of 2000 shows most of the coastal and midlands areas under sugarcane with some dry land agriculture in adjacent areas to the West. Ballito, Stanger and Sitebe stand out as built-up areas with commercial and industrial alongside. Smaller towns along the coast such as Blythedale, Zinkwazi and Tugela Mouth also stand out as well as Amatikulu further inland. Informal built-up areas are found around Sitebe with subsistence cultivation around Ntunjambili and the entire southern region of Ndwedwe Local Municipality. Indigenous

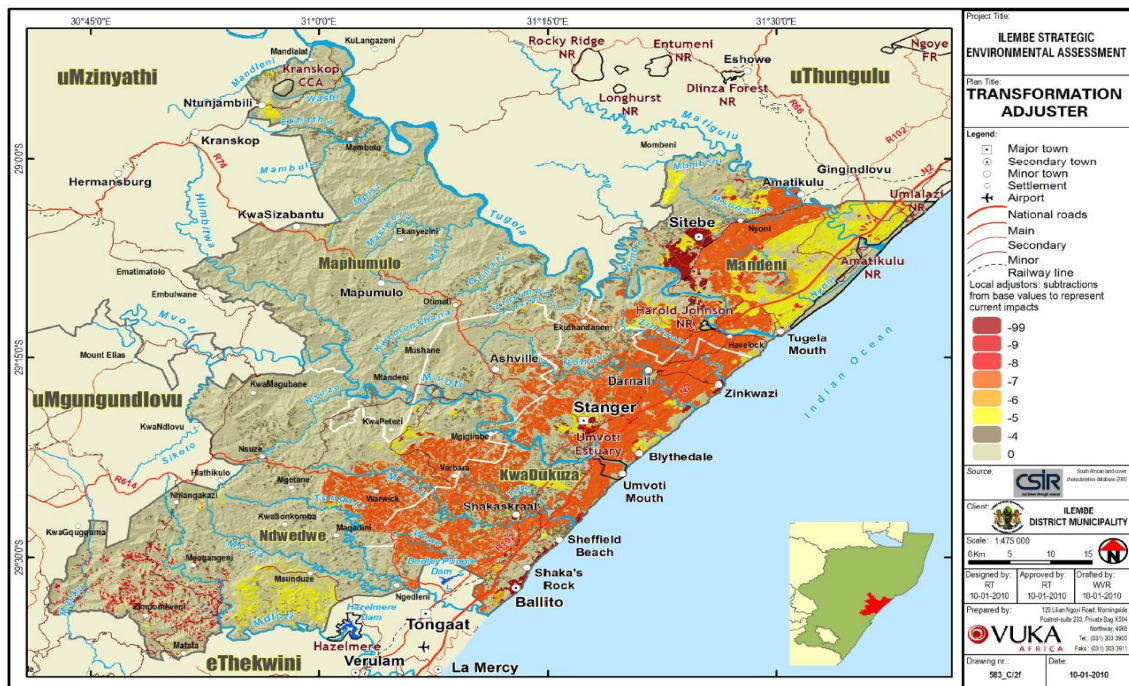
forests are found along the remaining undeveloped stretches of the coast at Amatikulu Nature Reserve and pockets at Mvoti and Tugela mouth. The inland areas are a mixture of thicket and bushland and unimproved grassland on the mountain slopes.



MAP 16: Land Cover

d) Land Transformation

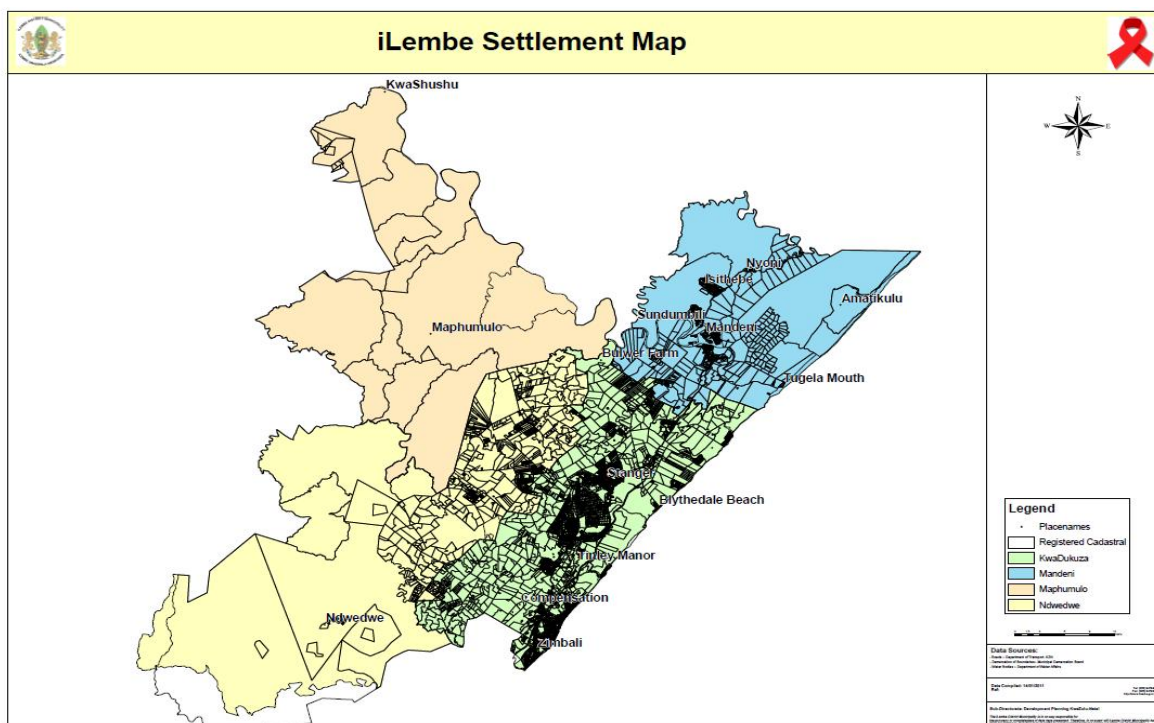
The map below indicates the degree of transformation of the land with 99 being the most degraded. Base upon the above, the areas with the highest value are generally the mountainous parts, especially the area between the Tugela and Mvoti Rivers as well as almost the entire Ndwedwe LM. The KwaDukuza and Mandeni Local Municipalities are seriously transformed. The Hlimbitwa Valley comes out exceptionally high. Further details of the base environmental information can be seen in the Ilembe SEA.



MAP 17: Land Transformation

(d) Settlement Patterns (Refer to Map 9)

The settlement map depicts existing settlements patterns and indicates that the areas of KwaDukuza and Mandeni as being formalized areas with registered cadastral layers, while Ndwedwe and Maphumulo have a traditional settlement pattern. The settlement patterns, future developments zones and industrial sites have informed the creation of the urban zones. The above layers have informed the urban, peri-urban and rural zones.



MAP 18: iLembe Settlement

UDZ	DENSITY	SUGGESTED DEVELOPMENT	SUGGESTED BULK INFRASTRUCTURE
Urban Development zone (Purple)	Gross (GD)density 40-60 du/ha	High intensity development-mixed urban developments	Potable water and water borne sanitation
Peri-urban zone (Light Blue)	GD 20-40 du/ha	Low –middle intensity development. Where possible further expansion of existing developments should be encouraged. Agricultural type activities should also be encouraged.	Potable water and water borne sanitation depending on density of existing and proposed developments and proximity to existing water scheme
Rural Zone (Yellow)	GD 0-20ha/du	Low intensity development. Agriculture should be main land use.	Basic access to infrastructure
Tourism Intervention Zone	Low density	Low key tourism activity that must reduce further ecological damage to the area. The environment must be prioritized over other land uses	Service will be dependant upon District availability
Wilderness Zone	Low density	Development in this zone should not be encouraged	

It should be noted that within each of these proposed zones and urban lines, consideration to the environmental issues, including bio-diversity issues and the protection of prime or unique agricultural land must be addressed. These issues may also limit the extent and development potential of each zone.



4.12 APPLICATION OF CONCEPT

The above zones have been applied to each Local Municipality as follows and can be seen as expressed in the attached **Map 10**.

a) **KwaDukuza Local Municipality**

The urban line for the KwaDukuza Municipality was based on current and future developments and SDF zones of the District as well as the Local Municipality (LM). In this LM the urban line extends from beyond the coastal trip and reaches beyond the existing Stanger and Compensation towns. This urban development line covers the length of the LM.

The peri-urban line is from the edge of the urban line to the proposed Avon peaking plant and the existing Driefontein settlement. The rural zone borders the peri-urban line and reaches the eastern boundary of Ndwedwe Local Municipality. This zone also contains some wilderness areas, where development is not encouraged.

Due to the extent of the proposed developments the Municipality will continue to experience rapid urbanisation. In order to accommodate the three proposed urban lines, high intensity future development must be encouraged first within the urban development line. Developments outside this urban line must demonstrate public good. More investigation needs to be carried out by the KwaDukuza Municipality.

b) **Mandeni Local Municipality**

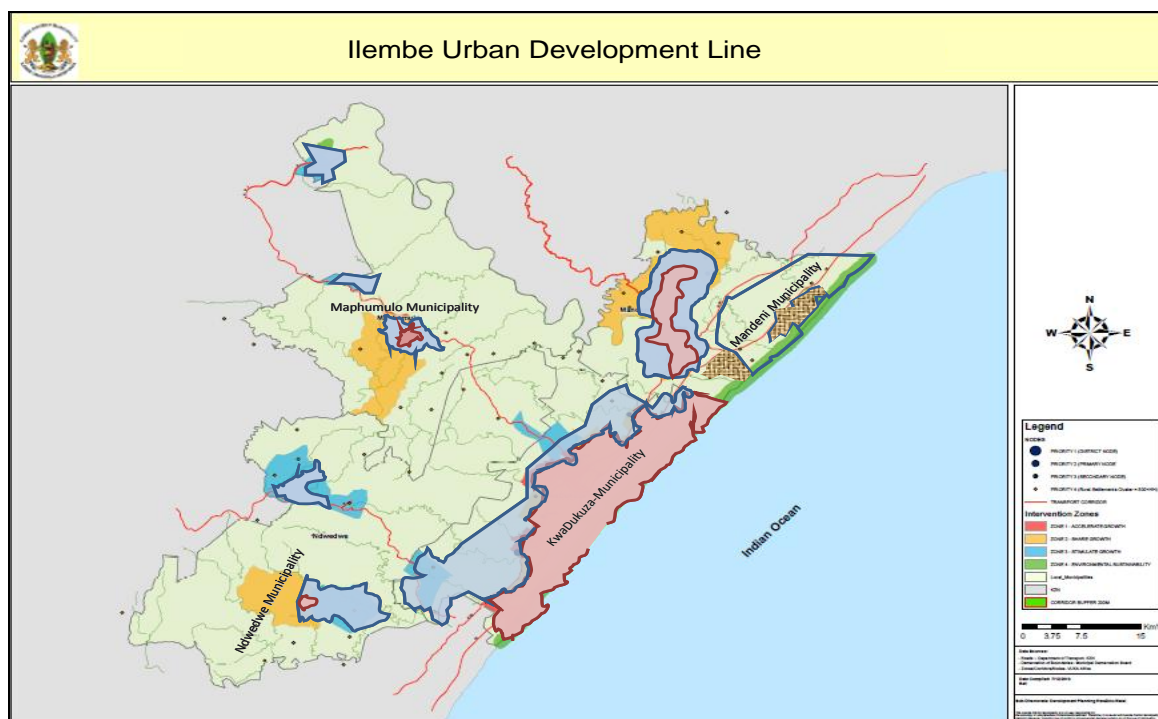
The urban development line of Mandeni is the approved scheme areas of iSithebe, Sundumbili and Mandeni as well as the areas between these schemes. It also includes the identified accelerated growth zones as depicted in the District and the Local Municipality SDF. A Peri-urban line of the Mandeni Municipality is based on the desired future growth pattern as depicted in the LM SDF. Mixed use infill development is indicated as desired future land uses in this zone, which means that development pressures in this line will be equally strong. Development application in this area would have to be assessed on its own merits. The District in consultation with the Local Municipality will have to manage the extension of the urban development line. The scenic coastal strip in this Local Municipality is under severe pressure for development. The Local Municipality SDF has identified parts of this strip for tourism development in particular the Tugela Mouth and primarily wards 1, 2 and 3 of the Macambini traditional authority area. For this reason a tourism intervention zone has been introduced which falls within the peri-urban zone. Development within this zone will be low density, eco-friendly that reduces the ecological footprint of the development.

c) **Ndwedwe Local Municipality**

The urban development line in Ndwedwe is the approved lay-out of the town. Peri-urban line of the Ndwedwe Municipality has been informed by the District and Local Municipality SDF zone, which indicated the future direction of the town. The rural zone is the remainder of the town, which is in keeping with the rural nature of the municipality. This zone also contain areas of prime agricultural land and conservation areas which regionally means that it can contribute significantly to the food security of this region as well as neighbouring regions.

d) **Maphumulo Local Municipality**

The urban development line is the approved general plan of the Maphumulo town. The peri-urban line of the Maphumulo Local Municipality is the desired future growth of municipality, which moves from a North West direction to an easterly direction along the main road. The other peri-urban areas within this municipality have established settlements that are growing which are anticipated to densify over the next 20-30 year period. The remainder of the municipality is the rural zone which contains significant portions of environmentally important grasslands and bio-diversity. There is also a tourism intervention zone at KwaShushu as this area has been identified by the local municipality as a tourism investment area.



MAP 20: iLembe Urban Development Line

4.13 ALIGNMENT OF ILEMBE SPATIAL DEVELOPMENT FRAMEWORKS

a) Background

All municipalities are expected to compile a Spatial Development Framework (SDF), which is a legislative requirement and forms the basis of the Integrated Development Plan (IDP). This SDF is used to guide the municipality in terms of its development needs to achieve the strategic goals as identified in the IDP. To achieve this though, all municipalities must ensure that there is uniformity with the creation of these SDF's and if one looks at any family of municipalities or the Province as a whole, that there should be a level of consistency in terms of the strategic focus for the various municipalities.

The initial round of the IDP's has achieved some these aims, and to varying degrees of success. As the process became more refined, it became incumbent that the issue of the alignment of the SDF's be addressed.

b) Purpose of the exercise

The main reason for conducting this exercise was to determine if iLembe District municipality's IDP, with special emphasis on the Spatial Development Framework (SDF), was fully aligned to those of the local municipalities and vice versa. A broad initiative was conducted by COGTA, which highlighted that one of the main problems with SDF's in the Province was that of inconsistencies, in terms of presentation as well as definitions of the various elements that made up these SDF's. Another major source of concern was the fact that SDF's between municipalities seemed to change at the municipal boundaries, which should not be the case.

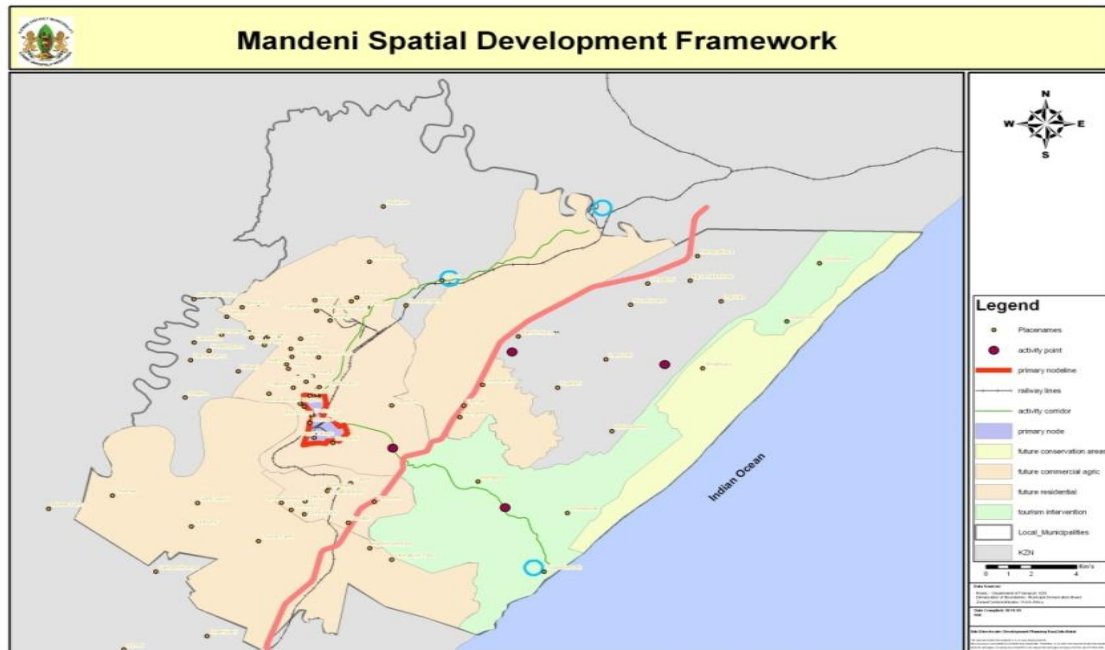
With this as the background, this exercise will centre on the issue of alignment of SDF's for the iLembe family of municipalities, and to ascertain if the strategic focus of the individual municipalities and that of the district are being addressed, so that they may be realised.

The aims of this exercise are as follows:

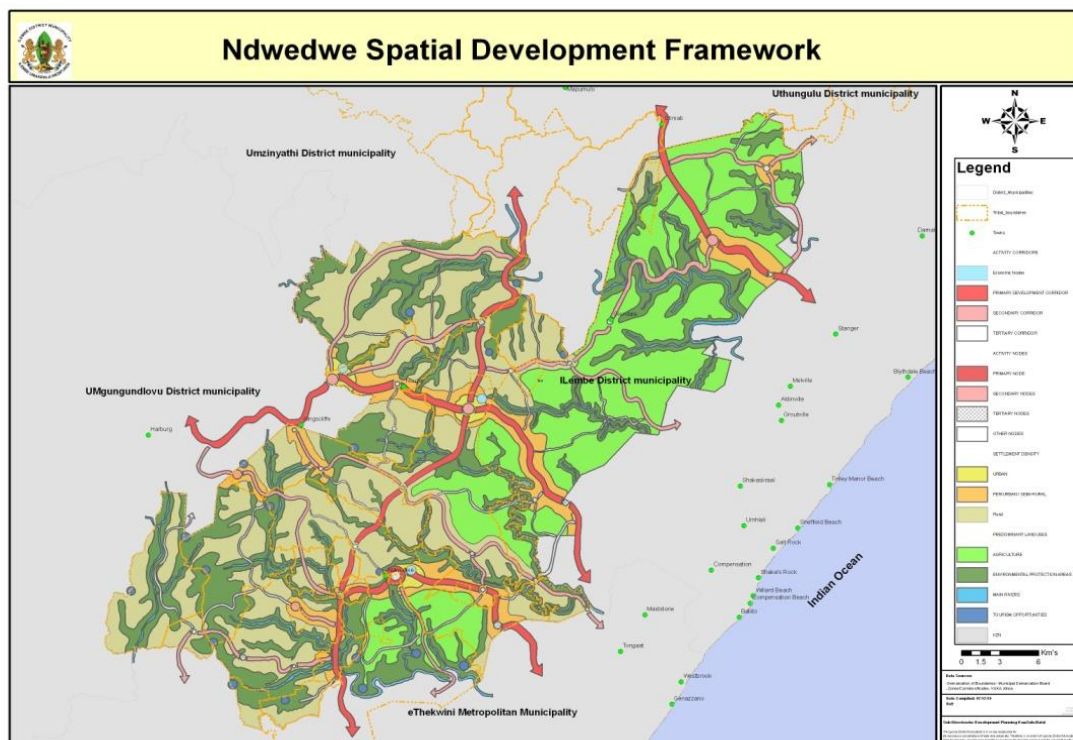
- to scrutinise the iLembe District family SDF's and to ensure that all are fully aligned with each other, and if this is not the case, determine the reasons for this misalignment;

- to ensure that the development goals of the region are on track, and this can only be accomplished if the District and local SDF's are in full alignment;
- to ensure that the definitions of the various map elements that inform the SDF e.g. nodes, corridors etc are of the same understanding and hence correctly depicted in terms of GIS and map cartography so as to educate users of this strategic framework, if they were to look at any SDF in isolation.

The Maps below are the SDF's of Mandeni and Ndwedwe Local Municipality:



MAP 21: SDF's of Mandeni Local Municipality



MAP 22: SDF's of Ndwedwe Local Municipality

c) Results

All available GIS data were carefully pieced together to create a District picture of what the SDF depicted. The results of this are shown in the maps attached to this report. The creation of the SDF's was compiled by various service providers, and even though certain guidelines are in place, not all were followed carefully. This resulted in the SDF's not being uniform and this therefore affected the manner in which they were interpreted.

As an example, KwaDukuza municipal SDF is currently not on GIS, and in discussions with the said municipality, it is envisaged that as part of the current review of the IDP, a GIS component will be incorporated. In the meantime, it is difficult to make any definite recommendations in terms of alignment because the SDF is presented merely as an image and has no GIS spatial component, upon which any concrete spatial analysis can be done. The district is currently embarking on the creation of the urban line for the region and results may be incorrect or misguided in this municipal area, since no proper spatial analysis can be undertaken for the area, which immediately poses concern since this area, is the economic hub for the district.

Even though the remaining three municipalities SDF's are in GIS format, it does not mean that they are fully aligned or accurately depicted. In order to rectify some of these issues, it is prudent that all municipal planners, in conjunction with their appointed service providers, discuss on the standardisation of the various elements that inform the SDF's. The use of the LUMS guidelines is also crucial, in creating proper GIS symbology, coupled with actual RGB (Red, Green and Blue) values that ought to be used when displaying these map elements. Besides affecting the changes to the different classifications, a standardised colour scheme also needs to be applied to all classes. This makes the visual identification of key areas a much easier task.

The latest LUMS manual has colour schemes that should be used for different development types. This can be used as a base upon which standardised colour schemes are applied to the different classes and accordingly developed. This step is crucial to ensure that this uniformity is achieved across the district, and will therefore immediately identify areas of concern since the map will convey this, without any doubt or ambiguity.

E) Example or Schedule of Map Elements That Need To Standardized

Primary / Secondary / Transport Corridor

Primary / Secondary / Tertiary Node (Ranking in terms of Priority)

Development Nodes

Intervention Zones (Growth in terms of Acceleration, Sharing and Stimulation)

Land use / Environmentally Sensitive Areas

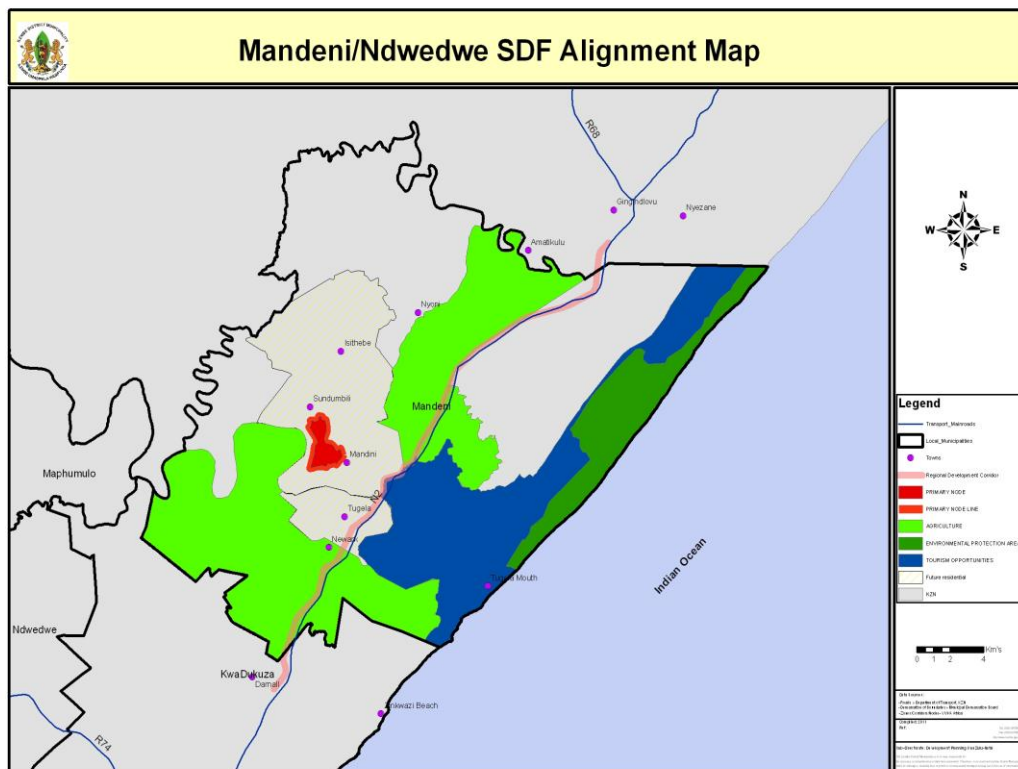
Various Linkages (Roads / Rivers including hierarchy in both cases)

Some of the main challenges (not all) experienced to date includes:

- Definition – what is a primary corridor for one municipality is not depicted as such in the adjacent municipality, even though a common linear feature is used in one of the instances;
- Buffer distance to show a primary, secondary or tertiary node are inconsistent between municipalities and renders the regional picture being skewed i.e. predefined buffer distances must be consistent across all LM's.
- Colour and Symbology for various classifications e.g. environmentally sensitive areas are not the same and therefore does not portray the picture that it actually intended to do.
- Clearly defined classes for all SDF elements across all LM's e.g. intervention zones in one LM should not be called a growth area for another.
- Nodes being represented by point features and polygon features
- Graphical representation should be in GIS shape files (as per GIS specifications) and not CAD files, because the attribute data in the latter is lost in the conversion.

The same definition then needs to be applied for all the elements and needs to be agreed upon. Once they have been specified, then the picture created for the region will be easier to interpret and will be more realistic.

The Map is an example of the alignment of some of the classifications and the possible results of this process:



MAP 23: SDF's of Mandeni and Ndwedwe Local Municipality

To enable the above the following will be undertaken: the district will assist all LMs to prepare

- Municipality needs to prepare their municipal SDF in GIS format, using the shape file as the default file format for which data is to be supplied. A detailed GIS specification document can be made available, outlining co-ordinate systems and data projection, accuracy and deliverable of the said data.
- A workshop/s is held within the District, to discuss the findings of the analysis undertaken by the GIS unit in terms of alignment and inconsistencies. Where inconsistencies are picked up, mainly as a result of misinterpretation, that some form of agreement is reached.
- Based on the above, a detailed schedule (currently in preparation), be finalised and presented to the Planning Manco that details the symbology to be used to display the various elements that constitute the SDF. This symbology will be in line with the LUMS guidelines, and clear RGB values will be presented for each element to be used.

CHAPTER 5 – SECTORAL ALIGNMENT

The iLembe Development Vision is supported by various objectives and strategies to guide decision-making and the allocation of funds. Delivering on the expectations created through this can, however, only materialise if all efforts are focused on the implementation of those projects that would best serve in attaining the objectives.

Department	Departmental vision	Mission	Departmental MTEF
DEPARTMENT OF HEALTH	To provide the best, comprehensive, accessible, integrated, sustainable, cost-effective and equitable quality service to the people of the iLembe District.	To provide a sustainable, integrated and comprehensive health service at all levels; based on the Primary Health Care approach through the District Health System, so as to increase the capacity of individuals to accept responsibility for their own health.	The MTEF for the Department of Health as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
DEPARTMENT OF HUMAN SETTLEMENTS	The vision of the KwaZulu-Natal Department of Housing is: <i>Innovative champions of change in the housing sector to improve the quality of life for all in KwaZulu-Natal.</i>	The mission statement of the KwaZulu-Natal Department of Housing is to create an enabling environment for the development of sustainable human settlements in partnership with stakeholders to improve the quality of life for all in KwaZulu-Natal.	The MTEF for the Department of Human Settlement as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
DEPARTMENT OF EDUCATION	The vision of the Department of Education is: <i>A literate and skilled 21st century society that is able to benefit from participating in all democratic processes, and contribute to the development and growth of the people of KwaZulu-Natal.</i>	To provide opportunities for all our people to access quality education this will improve their position in life and contribute to the advancement of a democratic culture in KwaZulu-Natal.	The MTEF for the Department of Education as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
DEPARTMENT OF COOPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS	People centred sustainable local governance which focuses on effective service delivery responsive to the needs of the communities	The Department will promote people-centred, accountable and viable local governance that accelerates Service delivery and ensures sustainable communities.	The MTEF for the Department of Local Government and Traditional Affairs as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
DEPARTMENT AGRICULTURE, ENVIRONMENTAL & RURAL DEVELOPMENT AFFAIRS	A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods.	The strategic objectives of the department are as follows: <ul style="list-style-type: none"> • Improved local, national and international trade access and competitiveness; • Provision of food security; • Farmer development and support; • Integrated sustainable natural environmental management; and • Integrated and transformed service delivery. 	The MTEF for the Department of Agriculture and Environmental Affairs as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
THE DEPARTMENT ARTS, CULTURE AND TOURISM	The vision of the department is: <i>A unified citizenry that embraces its cultural diversity and contributes to the social and economic upliftment of all the people of KwaZulu-Natal, through arts, culture and tourism.</i>	The mission of the department is to create an environment conducive to the delivery of effective, efficient and sustainable world-class services in the arts, culture, library, archival and tourism fields for the people of KwaZulu-Natal.	The MTEF for the Department of Arts, Culture and Tourism as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
THE DEPARTMENT SOCIAL DEVELOPMENT	The vision of the Department of Social Development is to: <i>Enhance the quality of life through an integrated system of social development services.</i>	The department is committed to the promotion of developmental social welfare services and community development to people of KZN in partnership with stakeholders.	The MTEF for the Department of Social Development as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.
DEPARTMENT ECONOMIC DEVELOPMENT	The vision of the Department of Economic Development is: <i>For KwaZulu-Natal, through the expertise and initiatives of the department, to be the leading province in economic development and to develop a globally competitive economy whose benefits are equitably shared by its citizens.</i>	The department's mission is to formulate and implement effective economic development strategies that promote sustainable economic development and job creation within the Province of KwaZulu-Natal.	The MTEF for the Department of Economic Development as it was presented during various iLembe Intergovernmental Alignment meetings has been incorporated within the Capital Investment Framework.

TABLE 29: Sectoral Alignment

CHAPTER 6 – ILEMBE DIRECTORATE BUSINESS PLANS

6.1 INTRODUCTION

In Conduction our Business I Lembe Municipality aims for horizontal and vertical alignment in the provision of services thus ensuring efficiency, financial viability, quality living environments and well maintained infrastructure and good Governance. To achieve this I Lembe Municipality has aligned key performance areas of the municipality with the 5 National Key Performance Areas.

Key Performance areas of the Municipality: -

1. Monitoring Evaluation and Sustainable Environment
2. Service Delivery & Infrastructure Development
3. Local Economic Development
4. Good Governance and Public Participation
5. Municipal Transformation and Institutional Development
6. Municipal Financial Viability and Management

In doing this the Municipality has clearly aligned identified challenges with key performance areas of the municipality as an element of the Performance Management System which includes Service Delivery and Budget Implementation Plan and the individual Performance Plans for Section 57 Management and all other Senior Managers. The performance of the Municipality is therefore dependent on the performance of all management. All key performance area is deliberately aligned with champions, as directors of each Section in Chapter 6 of the IDP. In this instance Senior Section 57 Management champion a section aligned with the individual Performance Plan.

6.2 PERFORMANCE PLAN (SDBIP)

Historically the Council has been using the Service Delivery Budget Implementation plan as a performance management tool for the business. The management team in the forthcoming year will explore the implementation of a performance management tool that is reflective of both the Council and that of individuals within the Agency in line with the National government vision and strategy. The 2010/2011 SDBIPs are attached as Appendix K2 draft 2011/2012 will be included in the final IDP.

1. MONITORING EVALUATION AND SUSTAINABLE ENVIRONMENT

1.1 Overview

The Municipal Managers Office facilitates the development of the Council's Strategic Framework as well as ensure that the performance management mandate is effectively delivered. Further, the office ensures that the Strategic Framework is monitored and evaluated regularly in order to ensure alignment with the Organisational Performance Plan.

1.2 Challenges

The MM office must balance increasing demands with limited resources and increasing in costs. The Office must also ensure that it has the appropriate skills and capacity to ensure effective service delivery. Further, the office must ensure that the Council's performance is in accordance with National and Provincial Key Performance Areas

1.3 Objectives

To ensure that the institutional capacity is sufficient to meet Council's constitutional obligation and to provide sustainable basic services. In addition to ensure that the Region is able to retain and attract existing and new business into the area.

1.4 Sustainable Environment

The following programmes that the iLembe District Municipality together with DAEARD is undertaking in the New Year:

Environmental Projects within the iLembe Region:

a) Working for the Coast (WFTC) Programme by Department of Environmental Affairs.

The Department of Environmental Affairs has funded the District for the amount of R10m under the Social Responsibility programme, which is labour intensive to promote community development and sustainability while reducing unemployment. The project runs for 3 years.

b) Greening Projects by Dept of Environmental Affairs and Rural Development

For the 2009-2012 MTEF funding, DAEARD is engaged in greening two thousand houses in Mandeni. The dept provides each target household with indigenous and fruit trees in an effort to promote planting of the trees.

c) Lihlithemba Wetland Rehabilitation Project by DAEARD

DAEARD has committed funding for the removal of alien species and establishing nursery gardens within communities and promoting the establishment of vegetable gardens, "One home, one garden," the Department donates seeding and ongoing monitoring for the sustainability of the project. 2010-2011 Budget R680 000; Ndwedwe, 2011-2012 Budget R380000.

d) Global Climate Change Road Shows

DAEARD is engaged with the IDM in a number of activities such as promoting and distributing green light activities to holding road-shows. As such the Department will host 5 Road-shows within the district. The key sectors would be health, agriculture, environment and tourism. Thus far IDM has held a Climate Change Summit to raise awareness and is currently working on developing a framework that will guide risk assessment. The current initiatives by IDM and DAEARD which are aimed at combating climate change include greening initiatives, such as planting of indigenous trees, enhancement of green spaces and establishment of green corridors that will act as carbon sinks, promotion of community projects like organic farming and possible research.

The Climate Change and Rural Development Round Table Discussions were held on 22 February 2011 following the March 2010 Kwanaloga Rural Development and Climate Change Summit, and the August 2010 iLembe District Summit on Climate Change.

The purpose of these discussions was to create the platform needed to promote effective discussion and information sharing in view of the role that municipalities play in climate change mitigation and adaptation. Being the only District Municipality to host a follow up discussion, the iLembe District is indeed preparing for the COP17 to be hosted from November-December 2011, in South Africa.

e) Eco-School Programme

Within IDM, DAEARD has been running this programme to promote green schools and green learning activities which complement the education syllabus and thus allow learners to explore the practical side of learning. Through DAEARD's efforts Eco-schools affiliation has increased to 30 eco-schools.

f) Environmental education, awareness

Throughout the years environmental education has been best to promote sustainability principles and environmental management. Together with sector departments' e.g. DWA, DAEARD, Dept of health, WESSA and EHO these initiatives have been gearing towards strengthening the knowledge base of environmental management across all societal groups and sectors. There are other educational environmental initiatives that take place during

the calendar year which cover celebration of environmental calendar day's e.g. Marine Week, excursion, field trips, information sessions for general environmental education for the public, cleanup campaigns which championed by IDM Environmental Health Officer.

g) iLembe Coastal Working Group

iLembe Coastal Working Group is a forum that was eminent from the ICMA in 2006 and championed by the iLembe Planning section. It utters the discussions around coastal management and has the responsibility of advising the Council on coastal management matters and reporting to the Provincial Coastal Management Committee. The forum performs its duties informed by the ICMA and meets at the quarterly period.

1.5 iLembe Planning Shared Services

iLembe Planning Shared Services has moved beyond the establishment phase. This is due to the fact that all posts as per the organogram have been filled. The Shared Services staff has made a significant impact on the institutional planning, capacity of the district and local municipality within the family. The key areas of focus for the Shared Services:

- Strategic Planning
- Spatial Planning
- Mentoring and Capacity Building
- GIS Capacity for the region
- Performance Management System.

The district continues to achieve such high standards largely through the support of COGTA.

1.6 Project Matrix

Focus Area	Projects	Budget (R)		
		2011/2012	2012/2013	2013/2014
Strategic Planning	New Generation IDP	500 000.	0.00	0.00
Spatial Planning	Regional Spatial Plan	600 000	0.00	0.00
	Rural Spatial Plan	500 000	0.00	0.00
Environmental Planning	Environmental Management Framework	1,500,000	0.00	0.00
Improved customer service	Customer service survey	1,000,000	0.00	0.00

TABLE 30: Monitoring and Evaluation & Sustainable Development-Project Matrix

1.6 The Plans

The plans, policies and regulations aim to ensure compliance and effective management. The following policies are developed and guide to ensure compliance within Council:

1.6.1 Sector Plans

• Public Transport Plan

As a Planning Authority the iLembe District Municipality is responsible for the formulation of a Public Transport Plan as required by the National Land and Transport Transition Act, 2000. This PTP is a mechanism for the planning, development, management integration and promotion of public transport. The vision of the KZN Department of Transport is "Prosperity through Mobility". This is encapsulated in all aspects of the iLembe Public Transport Plan where the key components are:

The iLembe PTP provided for the following action plan towards its implementation:

- **Preparation of Operating License Strategy:** This will enable the iLembe District Municipality to provide structured and informed responses to the applications for operating licences referred to it by the KZN Operating Licence Board and to achieve a balance between the effective and efficient supply and utilisation of public transport. Research indicated that all existing public transport routes are oversupplied. The iLembe PTP recommends that no additional licences should be awarded in near future unless there is clear evidence that the operating circumstances on these routes have significantly changed.
- **Preparation of a Rationalisation Plan:** With the presence of subsidised public transport services, the District Municipality is obligated to prepare a rationalisation Plan for its entire area of jurisdiction. This will not prevent an agreement that the Local Municipalities will assist with such preparations, provided that the agreement is permissible in terms of applicable local government legislation.

This Public Transport Plan was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document.

- **Spatial Development Framework**

The iLembe SDF as attached hereto at **Annexure A**, was reviewed in April 2010, and as submitted with the 2007 – 2012 iLembe IDP, serves as a tool for the implementation of the IDP and localised spatial plans and policies, including the LUMS. It also serves to facilitate planning at a higher level by informing district and provincial authorities of the spatial development directives of the iLembe Local Municipality. Furthermore, the broad purpose of the SDF is to provide strategic guidelines and principles in terms of which development initiatives and land use applications can be evaluated.

- **Land Use Management Framework**

The iLembe District LUMF forms part of the iLembe SDF and is based on the concept of a Framework Plan was first described in the Land Use Management Systems Manual produced by the then Town and Regional Planning Commission in 2001 and then subsequently reassessed as 'linking elements' in the KZN Provincial Planning and Development Guidelines Document of 2004. It addresses the following aspects:

- Specifies a developmental approach and set of principles.
- Presents the reviewed strategic vision of the District in plan format.
- Provides a framework for integrated development planning.
- Aligns and integrates Local Framework Plans.
- Addresses local development imperatives through generic policy guidelines.
- Determines procedures for consultation between the District and Local Municipalities.
- Provides assistance with the review process of Local IDPs, SDFs and, by inference, Local Framework Plans.

The iLembe LUMF refers to broad land use categories not zones, which are only evident in the land use schemes and detailed management plans. This aspect is a main difference that sets the LUMF and LUMS, containing the Land Use Schemes, apart.

- **Environmental Management Programme**

The IDP process requires the generation of an Integrated Environmental Programme the Integration Phase of the IDP. All municipalities are required to formulate an IEP to ensure that environmental considerations are integrated with the final outputs of the IDP. The purpose of the IEP is to provide the municipality with a decision support tool to evaluate its outcomes in terms of its environmental implications. The IEP should contribute to a healthy environment by ensuring that strategic environmental issues are identified, as well as potential environmental requirements for future projects are taken into account during decision making.

iLembe District Municipality entered into a partnership with the Department of Agriculture and Environmental Affairs in the preparation of an IEP. The project was initiated in August 2004 and is now in final draft format. Once it has been circulated for comment and updated it will be submitted to Council for adoption.

The full IEP has detail on the following aspects:

- Main environmental and social informants of the iLembe District Municipality. The important elements, key impacts and key management priorities are identified for water resources, vegetation, coastal resources, fauna, sites of conservation value, cultural resources, municipal capacity and interaction, waste disposal and health.
- Strategic legal and policy guidelines that must be acknowledged or taken into account by the Municipality.
- Environmental issues analysis which was based on a desktop study of documents including the iLembe IDP, iLembe Environmental Management Plan, Local Municipality IDPs and the iLembe Coastal Management Plan. Information on interviews with provincial departments as well as departments both within and outside of the District Municipality, questionnaires to stakeholders, workshops, presentations and field visits is also included.
- Issues were drawn up with a focus on general environmental management, coastal management and institutional issues as identified within the District and Local IDPs. These issues are categorised into specific themes to allow for the determination of a manageable amount of corresponding strategies. Themes include legislation, biodiversity, health, cultural and historical assets, socio-economic and coastal management.
- Themes are listed in a framework against the four key components of a Municipality's activities, products and services, i.e. governance, internal activities, services and assisting in the identification and carrying out of environmental protection and conservation responsibilities.
- Environmental health services with a particular focus on:
 - Assessment and monitoring of all food manufacturing.
 - Processing and food handling premises which includes licensing, sampling of foods in terms of the foodstuffs, cosmetics and disinfectants Act.
 - Environmental pollution control (air, noise and water).
 - Public health nuisances.
 - Investigation of communicable diseases.
 - Preventative health education.
 - Tobacco and vector control.
- Strategies for the themes are then identified and their priority noted.
- Finally, projects are identified under each strategy. This includes reference to project performance, whether an EIA is required, project responsibility and the way forward.

The District has also commissioned an assessment on the risks posed by toxic chemicals and substance emitted by industries within the area. The assessment will focus on air pollution, marine, rivers and estuaries and the natural environment. The main output of the assessment will be a list of toxic substances and chemicals to be sampled as well as recommended intervals. The next step would be the appointment of an independent monitor to perform checks and tests at set intervals and report to the District Municipality.

This Integrated Environmental Programme was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document.

• **Area Based Land Reform Plan**

Overall, the Area Based Plan is seen as critical to the Department of Land Affairs in achieving its land reform targets in an integrated, proactive and sustainable manner within districts and national targets. The Area Based Plan is an integral part of the IDP, and serves as a catalyst for land related development. The intention is that the Areas Based Plan is a primary tool to guide programme and project conceptualisation and implementation within key strategic focus areas.

The direct aims of the proposed Area Based Land Reform Plan for iLembe are:

- To speed up the pace of land reform in the District in order to contribute to and achieve national land reform targets.
- To contribute to enhanced economic development thereby contributing to the targets as set out in ASGISA.
- To integrate land reform into provincial and municipal development frameworks, i.e. IDPs and SDFs.
- To improve the sustainability of the land reform projects.
- To promote sector alignment within agriculture, LED, integrated sustainable human settlements, tenure security/upgrade linked to the provision of basic services.
- To promote the objectives of intergovernmental relations with municipalities and sector departments.
- To empower communities to participate actively in project formulation and implementation of land reform projects.

2. SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

2.1 Overview

The department's primary objective is to maintain and extend sustainable water and sanitation services throughout the district there by eliminating backlogs.

2.2 Challenges

The challenges that are faced by the District in rendering the services are:-

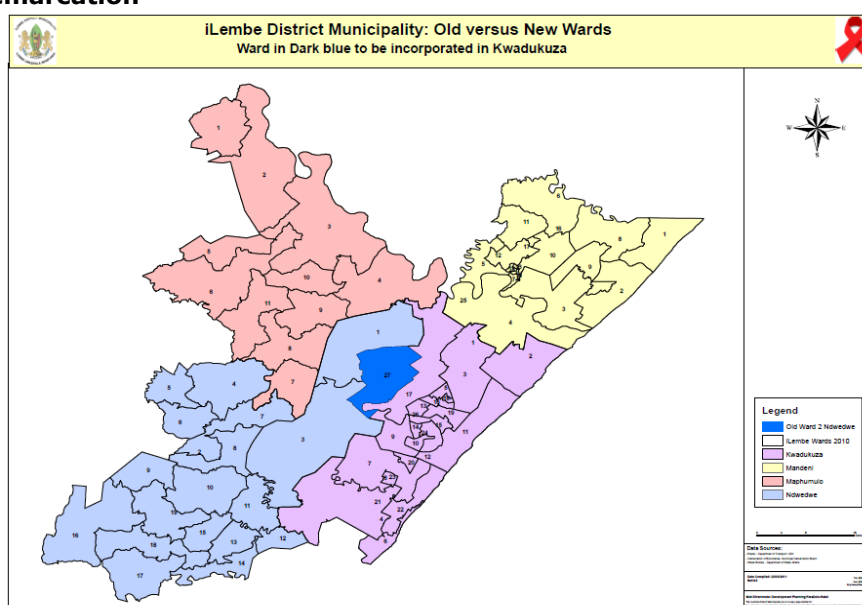
- Operational and Maintenance
- Aged Infrastructure
- Backlogs (households without access to water and sanitation)
- Financial Constraints – The DM does not have sufficient funding to implement all the water and sanitation projects that are required to service the backlogs and cater for the new developments. This is attributed to the fact that the District is mostly rural and tends to rely on Grants to implement projects.
- Bulk Water Sources – The development of bulk water sources within the district, especially Dams, has been at the planning stage for a long time. There are only two big rivers that run through the District, namely Thukela and Mvoti. The UMvoti River is at its lowest level due the drought condition that is prevalent in the area. The planning of a dam on uMvoti is being addressed by Water Affairs. The UThukela River is the only river that seems viable as a Regional Bulk Water Source to serve KwaDukuza and Mandeni Municipalities but it is also constrained by upstream abstractions that limit the amount of water that can be used by the DM.
- Skills Migration – Most of the skilled people from the region move to work in urban areas, live in the area with less skilled professional.

2.3 Objectives

The objective of the Technical Services Department is;

- to provide sustainable infrastructure that will render water and sanitation services
- to eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented within the iLembe District Municipality.
- To ensure the quality of drinking water in the region is improved. To this end the district in consultation with DWAF who regulates the Water Services Act had under gone Blue and Green Drop Assessments. In addition, the district has also been assessed in terms the Regulatory Performance Management Services (RPMS) results for both the above tests are awaited by the district municipality from DWAF.

2.5 Ward Demarcation



MAP 24: Ward Demarcation

a) BACKGROUND

- Ndwedwe LM initially had 19 wards
- KwaDukuza LM initially had 20 wards

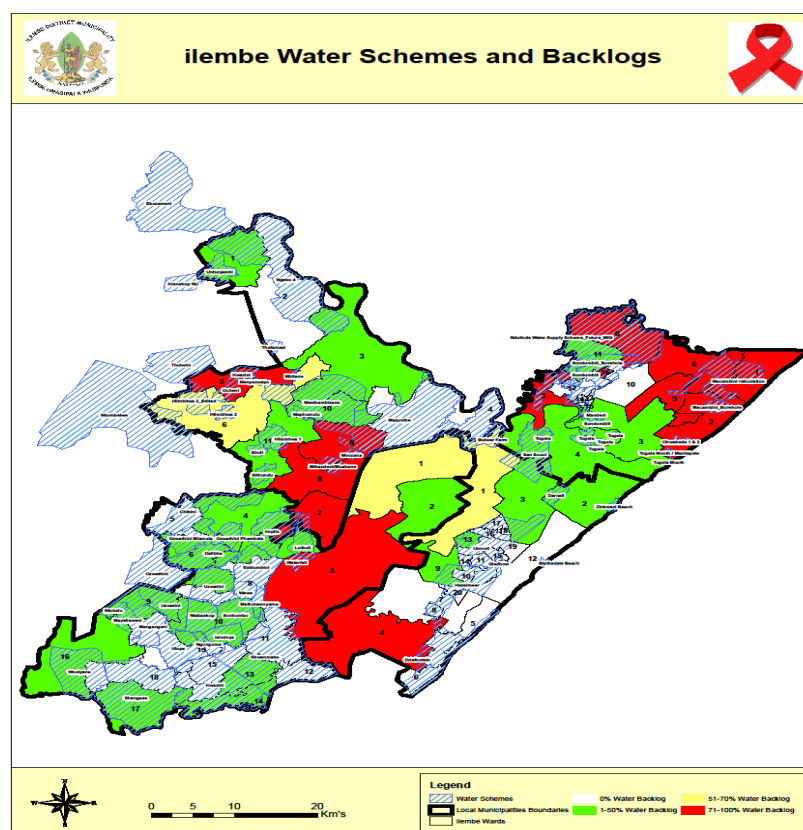
b) IMPLICATION

- As a result of the demarcation, Ward 2 (entire ward) of Ndwedwe has been incorporated into KwaDukuza Local Municipality (KDM) and now becomes Ward 27. Some of the old wards in Ndwedwe have been subdivided and realigned to still keep the total number of wards in Ndwedwe to 19.

c) IMPACT

- KDM now moves from having 20 wards to 27 wards
- KDM now inherits a further 1140 households, which was in the old ward 2 of Ndwedwe.
- Ward 27 now has four voting Districts with a total of 3388 registered voters in the new municipal area.
- Extension of the existing reticulation (water and sewer) network to ensure supply into the area.

The map is a spatial representation of the existing Water Schemes and Water Backlogs.



MAP 25: Ilembe Water Schemes & Backlogs

2.5 High and Low Scenario

In response to the "Turn Around" Strategy, a high and low road scenario was formulated to assess the financial implications/requirements to address the need/backlog with regards to delivery of basic services namely water and sanitation within both the rural and urban context. The scenarios were based on the following assumptions:

- Total Water Backlog of 51 067 Households (67%)
- Total Sanitation Backlog of 53 567 Households (68%)
- 50/50 Allocation between Urban & Rural Population
- Different Costs allocated towards Urban & Rural Bulk Infrastructure
- Different Costs allocated towards Urban & Rural Bulk Reticulation
- High Road – **iLembe Top-Up Contribution** to eradicate Backlog by 2014
- Middle Road – **iLembe Partial Contribution** to eradicate Backlog by 2014
- Low Road – **iLembe No Contribution** to eradicate Backlog by 2014
- Infrastructure Opex associated with different Type & Level Service Average at 4%
- Human Resource Opex associated with dedicated HR average at 5%
- Opex Knock-On of 9% to meet 100% of Backlogs (Millennium Goal)
- Opex varies towards lesser contribution by iLembe to meet Targets

The following tables demonstrate the different scenarios:

	YEAR 1 2010/11	YEAR 2 2011/12	YEAR 3 2012/13	YEAR 4 2013/14	TOTAL	
	High Road Scenario (Water & Sanitation)					
MIG DORA Allocation	122,889,724	147,800,084	179,711,000	120,000,000	570,400,808	
iLembe Budget Allocation	300,203,891	275,293,531	243,382,615	303,093,615	1,121,973,652	
	423,093,615	423,093,615	423,093,615	423,093,615	1,692,374,460	
				To meet Target of 2014	100%	
				Total Cost per Household	73,645	
No of Units (Water)	12,766	12,766	12,766	12,766		
No of Units (Sanitation)	13,392	13,392	13,392	13,392		
Accumulative No of Units	26,158	52,316	78,474	104,632	104,632	
Operational Cost (New Infrastructure)	16,923,745	16,923,745	16,923,745	16,923,745	67,694,978	4%
Operational Cost (Human Resources)	21,154,681	21,154,681	21,154,681	21,154,681	84,618,723	5%
	38,078,425	38,078,425	38,078,425	38,078,425	152,313,701	
				Allocation Towards Operational Cost	9%	

TABLE 31: High and Low Scenario 1

- iLembe Capital requirement of R1.2b over the next 4 years – 100% Eradication
- Operation Knock-On of R152m over next 5 Years (9%)
- Annual Service Delivery of 26,158 Units per Sector (Water & sanitation)

	YEAR 1 2010/11	YEAR 2 2011/12	YEAR 3 2012/13	YEAR 4 2013/14	TOTAL	
Middle Road Scenario (Water & Sanitation)						
MIG DORA Allocation	122,889,724	147,800,084	179,711,000	120,000,000	570,400,808	
iLembe Budget Allocation	150,101,946	137,646,766	121,691,308	151,546,808	560,986,826	
	272,991,670	285,446,850	301,402,308	271,546,808	1,131,387,634	
No of Units (Water)	9,575	9,575	9,575	9,575		
No of Units (Sanitation)	9,575	9,575	9,575	9,575		
Accumulative No of Units	19,149	38,298	57,447	76,596	76,596	
Estimated additional 3 years to address backlog					73%	
Total Cost per Household					29,542	
Operational Cost (New Infrastructure)	10,919,667	11,417,874	12,056,092	10,861,872	46,255,505	4%
Operational Cost (Human Resources)	8,189,750	8,563,405	9,042,069	8,146,404	33,941,629	3%
	19,109,417	19,981,279	21,098,162	19,008,277	79,197,134	
Allocation Towards Operational Cost					7%	

TABLE 32: High and Low Scenario 2

- iLembe Capital requirement of R560m over the next 4 years – 73% Eradication
- Operation Knock-On of R79m over next 4 Years (7%)
- Annual Service Delivery of 19,149 Units per Sector (Water & sanitation)

	YEAR 1 2010/11	YEAR 2 2011/12	YEAR 3 2012/13	YEAR 4 2013/14	TOTAL	
Low Road Scenario (Water & Sanitation)						
MIG DORA Allocation	122,889,724	147,800,084	179,711,000	120,000,00	570,400,808	
iLembe Budget Allocation	-	-	-	-	-	
	122,889,724	147,800,084	179,711,000	120,000	570,400,808	
No of Units (Water)	6,383	6,383	6,383	6,383		
No of Units (Sanitation)	6,383	6,383	6,383	6,383		
Accumulative No of Units	12,766	25,532	38,298	51,064	51,064	4%
Estimated additional 5 years to address backlog					49%	
Total Cost per Household					22,341	
Operational Cost (New Infrastructure)	4,915,589	5,912,003	7,188,440	4,800	22,816,032	
Operational Cost (Human Resources)	2,457,794	2,956,002	3,594,220	2,400	11,408,016	
	7,373,383	8,868,005	10,782,660	7,200	34,224,048	5%
Allocation Towards Operational Cost					6%	

TABLE 33: High and Low Scenario 3

- iLembe Capital requirement of R0 over the next 4 years – 49% Eradication
- Operation Knock-On of R34m over next 4 Years (6%)

- Annual Service Delivery of 12,766 Units per Sector (Water & sanitation)
The challenges now require a concerted effort to procure and source funding to meet the targets, and for iLembe District Municipality to consider different funding structures and mechanisms to align its budget with of its need and "Turn Around" Strategy.

2.5.1 Project Matrix

Focus Area	Projects	Budget (R)		
		2011/2012	2012/2013	2013/2014
Water Backlog eradication				
(KwaDukuza)	Sans Sauci & Bulwer Farm	7,500,000	0	0
	Nyathikazi Extension	5,000,000	0	0
(Mandeni)	Macambini	25,000,000	30,000,000	35,000,000
	Ndulinde (Mathonsi & Ethembeni)	25,000,000	30,000,000	35,000,000
	Inoyoni Housing Bulk Water Supply	0	7,500,000	8,500,000
(Ndwedwe)	Ozwathini Gcwensa/Mamula- (Ndwedwe)	8,000,000	0	0
(Maphumulo)	Ngcebo	5,000,000	0	0
	Balcom/KwaSizabantu	25,000,000	30,000,000	30,000,000
(KwaDukuza, Ndwedwe, Maphumulo)	Ngcebo-(KwaDukuza, Ndwedwe, Maphumulo)	25,000,000	25,000,000	25,000,000
(All LM's)	Pipeline	5,000,000	0	0
	Other Capital Projects (Internal Reticulation)	15,000,000	20,000,000	30,000,000
Sanitation Backlog Eradication	Ndwedwe Household Sanitation	10,000,000	10,000,000	10,000,000
	Maphumulo Household Sanitation	10,000,000	10,000,000	10,000,000
	Mandeni Household Sanitation	10,000,000	10,000,000	10,000,000
	Inoyoni Housing Bulk Sewer Supply	0	2,500,000	3,500,000
	Mdlebeni Housing Package Sewer Plant	0	10,000,000	10,000,000
	Driefontein Housing Package Sewer Plant	0	10,000,000	10,000,000
	Bulk Sewer Connection	0	3,000,000	15,000,000
Bulk Water Schemes				
(KwaDukuza)	Lower Thukela Regional Bulk Water Scheme	221,258,141	209,000,000	262,900,000
	Water Desalination Plant	50,000,000	75,000,000	100,000,000
(Maphumulo)	Mvotshane Dam	50,000,000	65,000,000	75,000,000
(Ndwedwe)	Sikoto Dam	0	15,000,000	30,000,000
Bulk Sanitation Schemes				
(All LM's)	Refurbishment of Wastewater works	10,000,000	15,000,000	15,000,000
(Ndwedwe)	Ndwedwe Town Waste Water Works	22,000,000	0	0
(KwaDukuza)	Mellville Sewer Package Plant	7,500,000	7,500,000	0
	Driefontein Sewer Package Plant	5,000,000	0	0
	Mdlebeni Sewer Package Plant	5,000,000	0	0
(All LM's)	Other Capital Projects (Internal Reticulation)	7,500,000	7,500,000	7,500,000
Studies	Review of WSDP	1,000,000	0	0
	Section 78 Assessment	300,000	0	0
Siza - Water Capex Projects	Upgrade of existing network from AC to uPVC-Seaview Dr. Tinley Manor	650,000	0	0
	Palasade Fence at Shakashead Reservoir	120,000	0	0

	Upgrade of existing network from AC to uPVC- Main Road Shakaskraal	500,000	0	0
	Upgrade of existing network from AC to uPVC - Ocean View Dr. Tinley Manor	600,000	0	0
	Palacade Fence at Chakas Rock Reservoir - Chakas Rock	130,000	0	0
	Upgrade of existing network from AC to uPVC - Dolhin Cresc. Chakas Rock	0	300,000	0
	Upgrade of existing network from AC to uPVC - Knox Rd. Salt Rock	0	0	350,000
	RDP Pilot Project - Shakas Head/Nkobongo	625,000	0	0
	Raise and replace Water Meters	75,000	75,000	75,000
	Siza Water Concession Low Cost Housing Connection	6,500,000	0	0
Siza - Sewer Capex Projects	RDP Pilot Project - Shakas Head/Nkobongo	500,000	0	0
	Installation of Gravity Sewer Main - Salt Rock	550,000	0	0
	Installation of Gravity Sewer Main - Sheffield Beach	0	650,000	0
	Installation of Gravity Sewer Main - Tinley manor	0	0	750,000
	Gensets at SPS's	300,000	300,000	300,000

TABLE 34: Service and Infrastructure- Project Matrix

2.5.1.1 Operation and Maintenance-Capital Projects

TECHNICAL SERVICES					
Focus Area Bulk Operation and Maintenance		Projects	DRAFT BUDGET 2011-2012		
			Grant	Council	Total
683	368000	Waste Water Works Refurbishment	5,000,000	0	5,000,000
	NEW	Siza Water Concession Low Cost Housing Connections	0	6,500,000	6,500,000
		Maurice Perry		0	0
		Sonkombo Reservoir	0	0	0
683	368265	Sundumbili Phase 3	0	0	0
683	NEW	Stanger Sewerage Works	4,000,000	0	4,000,000
683		Water Quality Blue and Green Drop	0	500,000	500,000
683	367420	Lindelani Water Borne Sewerage	0	0	0
683	368400	Replacement of Water Mains 0 COGTA	0	0	0
683	369970	Drought relief programme	0	0	0
683	369960	Jojo Tanks x100	0	900,000	900,000
683	NEW	Office Furniture 0 Technical Officer	0	25,000	0
683	NEW	Computers X 2	0	35,000	0
			9,000,000	7,960,000	16,900,000

		<u>Maphumulo Water</u>	2011/2012		
681	369200	Computers	0	40,000	40,000
681		Menyezwayo Scheme Extension	0	500,000	500,000
681		Ntunjambili Waste Water Plant Equipment	0	120,000	120,000
681		Masibambisane Meter Installation	0	2,000,000	2,000,000
681	368480	Water Conservation & Demand Management	2,300,000	0	2,300,000
681		Ntunjambili Reservoir	0	2,000,000	2,000,000
681	368500	Umvoti Water Purification Works	0	1,146,000	1,146,000
681	NEW	Reservoirs Cleaning	0	100,000	100,000
681	NEW	Extensions	0	200,000	200,000
681	NEW	Furniture	0	50,000	50,000
			0	0	0
			2,300,000	6,156,000	8,456,000
		<u>Mandeni Water</u>			2011/2012
679	368200	Tugela Mouth Small Water Scheme	0	0	0
679		Mandeni Water & Waste Water Plant Equipment	0	0	0
679		Water & Waste Water Works Renovations	0	300,000	300,000
679		Masomonco Water Supply	0	0	0
679	368320	Mandeni Water Conservation and Demand Mangt	0	8,500,000	8,500,000
679	368420	Sundumbili Water Works	500,000	0	500,000
679	369100	Office Furniture	0	0	0
679	NEW	Reservoir Cleaning	0	300,000	300,000
679	NEW	Extension	0	300,000	300,000
679	NEW	Sludge removal (All sewer works)	0	1,000,000	1,000,000
679	NEW	Standby Generators	0	600,000	600,000
679	NEW	Standby pump for reservoir A	0	600,000	600,000
			500,000	11,600,000	12,100,000
		<u>Mandeni Sewer</u>			2011/2012
676	368700	IDM Water Safety Plan and O & M Manuals	0	0	0
		-	0	0	0
		-			
		<u>Groutville / Ndwedwe Water</u>			
680	369950	Small tools		50,000	50,000
680	New	Nsuze River Abstraction/ Sdumbini	4,200,000	0	4,200,000
	New	Upgrade Ndwedwe Water Infrastructure	0	0	0
680	368710	Reservoir locking	0	300,000	300,000
680	368720	Various extensions	0	500,000	500,000
			4,200,000	850,000	5,050,000
		<u>KwaDukuza Water</u>			2011/2012

677	369950	Small Tools		100,000	100,000
677	368480	Water conservation and demand	6,000,000	0	6,000,000
677	368510	Abstraction works (San Sauci)	0	0	0
677	368300	Telemetry all sites	6,000,000	0	6,000,000
677		Reservoirs Cleaning	0	300,000	300,000
			12,000,000	400,000	12,400,000
		<u>KwaDukuza Sewer</u>			
675	368362	KwaDukuza sewer reticulation upgrade	5,000,000	0	5,000,000
675	368520	KwaDukuza sewer pump stations	1,500,000	0	1,500,000
		-	6,500,000	0	6,500,000

TABLE 35: Operation and Maintenance-Capital Projects

2.5.2 Proposed Regional Bulk Water Schemes For iLembe District Municipality

a) MAPHUMULO LOCAL MUNICIPALITY

Balcom/Kwasizabantu Sub-Regional Water Scheme

The Balcom/Kwasizabantu Sub-Regional Water Supply Scheme falls within Maphumulo Local Municipality of iLembe DM area. The water scheme will cover wards 3, 5 and 6 of Maphumulo Local Municipality with portable water supply to a basic level of service.

The scheme is an extension of the Maphumulo/KwaDukuza Sub-Regional Water Scheme and is extended to cover the areas of Balcom and KwaSizabantu with water supply. The source of water is the Mvotshane River where a dam and purification will be constructed and water pumped to a number of storage reservoirs.

The Water Supply Scheme will serve approximately 3,532 households (28,256 people) in Balcom and Kwasizabantu areas. The scheme also makes provision for the adjacent Magongo area in Ward 3.

The scheme is estimated to cost R 168,242,758 and will be implemented in phases until 2014/2015 financial year and will be fully funded by iLembe District Municipality.

Mvotshane Dam

The Mvotshane Dam will be constructed as part of the Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme is co funded by iLembe District Municipality and Umgeni Water, where Umgeni Water will focus on the implementation of the bulk system (including the dam) and iLembe District Municipality will focus on the reticulation networks up to the standpipes.

The scheme will cover wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme will serve a total of 77,900 people residing in some 17,084 households. The scheme is estimated to cost R 339,870,403.00 of which R 131,982,216.00 is iLembe District Municipality funds and R 207,888,187.00 will be funded by Umgeni Water.

The scheme is expected to be complete by 2013/2014 financial year.

b) NDWEDWE LOCAL MUNICIPALITY

The proposed Sikoto Dam is at the planning stage and the implementing agent for this project is Umgeni Water.

The Sikoto Dam will be built on the Sikoto River and is intended to augment water supply to the areas of Ndwedwe (Ozwathini) that are currently being served through borehole supply. These areas fall within wards 4, 5, 6, 8, and 9 of Ndwedwe Local Municipality. The project is currently at pre-feasibility stage and upon completion will augment the supply to the areas where groundwater is not sufficient to meet the demand of the community.

c) MANDENI LOCAL MUNICIPALITY

Ndulinde Sub-Regional Water Supply

The Ndulinde Sub-Regional Water Supply Scheme fall within wards 5, 6 and 11 of Mandeni Local Municipality. The scheme is intended to provide portable water supply to the community that is currently being served through boreholes that are equipped with handpumps and some springs that are within the area. The source of water is from reservoir C that is fed from the Sundumbili Water Works, which is situated on the northern banks of the Thukela River. The scheme will serve a total of 42,752 people residing in some 10,691 households. The scheme is estimated to cost R 116,579,664 and is implemented in phases until 2013/2014 financial year when it will be fully commissioned.

Macambini Sub-Regional Water Supply

The Macambini Sub-Regional Water Supply Scheme fall within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide portable water supply at a basic level of service to the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The scheme will also augment the current supply from the Mlalazi Water Scheme that is under UThungulu District Municipality who act as a bulk water provider to iLembe DM.

During dry seasons, UThungulu DM is unable to meet iLembe DM's demand and this often results in shortage of water to the community of Macambini.

The source of water is the Sundumbili Water Works, which is situated on the northern banks of the Thukela River that is upgraded from 27M/l/d to 40M/l/d in order to increase the capacity of water works.

The scheme will serve a total of 58,480 people residing in some 7,310 households. The scheme is estimated to cost R 101,726,581.00 and is implemented in phases until 2014/2015 financial year when it will be fully commissioned.

d) KWADUKUZA LOCAL MUNICIPALITY

Lower Thukela Regional Bulk Water Scheme

The Lower Thukela Regional Bulk Water Scheme is intended to serve the area of KwaDukuza with portable water supply. The demand for water on the coastal area of KwaDukuza has increased and the currently supply from the Umdloti and Umvoti river systems are insufficient to meet the projected water demand.

The project is implemented jointly by iLembe District Municipality and Umgeni Water and will cater for the:

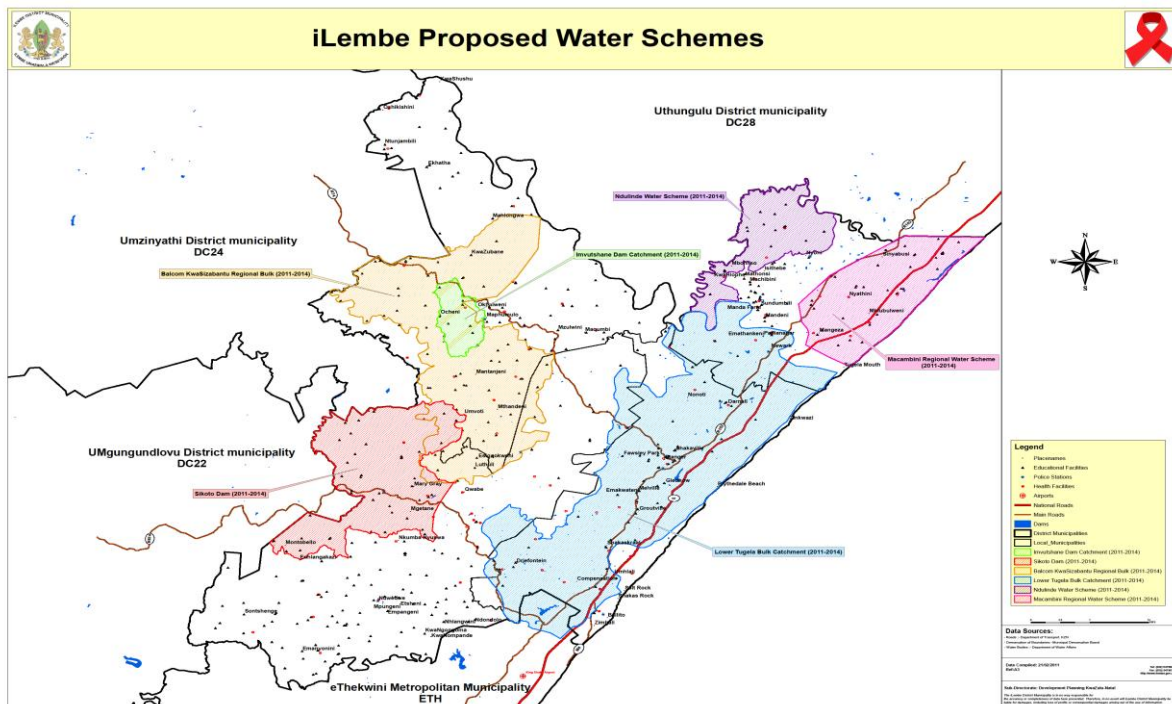
- current demand,
- future private developments of commercial, industrial and residential nature,
- low cost housing developments,
- rural areas currently served as stand-alone schemes, and
- Rural area that is currently un-served.

The scheme will serve a total of 64,239 bulk connections to commercial and private units, 28,567 low cost housing units, augmentation of bulk to 3,349 rural households and bulk and reticulation to 3,083 rural households without services.

The scheme is expected to cost a total of R 1,283,580,681.00 and is implemented in phases, subject to availability of funding.

The iLembe District Municipality is also exploring the idea of a desalination plant to augment the above water schemes. The investigations are still at a preliminary phase but will be fully explored in the next financial year.

The proposed Water Schemes for the next 3 years in order to eradicate backlogs in the iLembe District Municipality is indicated in the Map below.



MAP 26: iLembe Proposed Water Schemes

2.5 Bulk Supply of Electricity and Renewable Energy

In terms of the Local Government Municipal Structures Act 117 of 1998, Section 84 (1) (c), one of the functions apportioned to District Municipalities is the Bulk Supply of Electricity, which includes for the purposes of such supply, transmission, distribution and, where applicable, the generation of electricity. The introduction of REDs (regional electrification distributors) has prevented the District Municipality from undertaking this function to date. It has recently been indicated that the REDs concept has been discontinued, leaving the possible option that the powers and functions related to bulk supply of electricity will now be handed down to the District Municipalities to perform. Confirmation on this matter is presently being sought at a national level.

The District has through its strategic planning exercises in tandem with the local municipalities and other role players, prepared an Energy Master Plan which has identified a need for approximately R1, 8 billion worth of bulk and secondary electrical infrastructure to be constructed and administered within the iLembe District Municipality as a whole, in order to meet the present electricity backlogs being experienced within the District.

Cooperative Governance and Traditional Affairs had a Working for Energy Programme, which effectively created an enabling environment for practical implementation of the Labour intensive energy efficient and renewable energy projects to take place, with these projects been focused on:

- Job Creation and poverty alleviation
- Skills development and enterprise development
- Reducing electricity demand and overall energy utilization
- Developing and enhancing co-generation projects and developing new energy sources and efficiency enhancements.
- Enhancing existing infrastructures
- Developing new green field projects for low cost housing electrification and Energy Efficiency.
- Reducing environmental impact and green house gas emissions
- Contribute to climate change mitigation through RE & EM;
- Furthering the development and implementation of the Green Building Code

The discussion indicated that a number of energy generation media existed, which could be used within the iLembe District Municipality, examples of which are:

- Solar
- Wind
- Hydrogeothermal Extraction
- Municipal Solid Waste
- Municipal Sewage Treatment
- Tyre Waste to Energy
- Medical waste to Energy
- Algae to Energy
- Biofuels

It was further determined that in terms of the financial cost to Council to roll out these type of projects, funding and financial models existed which would ensure that the Council was protected from severe capital contributions in order to ensure the success of the programme. It was indicated that the following financial models presently existed which could be utilized by the district:

- Debt Financing redeemed from Energy Sales
- Donor Funding
- Equity Contributions from Technology Partnerships
- Grants
- Carbon Revenues

The district intends being the first District in the Country with renewable energy resources. To enable the above, the District has undertaken with assistance from COGTA to develop as follows:

5. iLembe District renewable energy development plan
6. Applying for a NERSA licence for the iLembe District Municipality.
7. Engaging and negotiating with financial sponsors and international donor organisations in order to raise the capital required.
8. Engaging and negotiating with the various technology partners within the WFE programme to find appropriate hybrid solutions and technology applications.

2.6 The Plans

The plans, policies and regulations aim to ensure compliance and effective management. The following policies are developed and guide to ensure compliance within Council:

2.6.1 Sector Plans

The following sector plans have been completed by the municipality. These plans provide information that is required to plan for the provision of services within the municipality.

- **Water Services Development Plan**

This Water Services Development Plan was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document.

- **Water Services Master Plan**

The iLembe District Municipality required the compilation of a Bulk Water Services Master Plan to aid in providing a meaningful implementation plan for bulk water and sanitation infrastructure in its area of jurisdiction. Jeffares & Green Consulting Engineers were appointed by the Department of Water Affairs and Forestry to undertake the study and provide scenarios for, and optimal solutions to the water services supply in the area. This study was completed in August 2007. The study was based on the population figures obtained from the backlog study undertaken by UWP Consulting Engineers. Population growth figures were obtained from Statistics South Africa records which indicated a 1.82% annual growth rate in population. Levels of service of rural, urban and other were defined and unit per capita consumption figures were assigned to these

classes of demand. Appropriate water loss factors were assigned to these supply systems as well and the annual water demand was projected for the 30 year period from 2006 to 2036. From these calculations, the estimated 2036 water demand is 308MI/d for the entire District population. The project area was divided into eight supply zones based on natural topography and areas of similar characteristics. Each zone was then reviewed for a means of bulk water supply by means of proximity to existing infrastructure, water resources and linkage to other schemes. In this way a total of eight water supply options were derived and reviewed in detail with preliminary design and costing of infrastructure and operations and maintenance costs. A similar exercise was undertaken for the sanitation infrastructure to be provided.

- **Water Supply Options**

The study identified several possible water sources for the area and these were reviewed with the DWAF water resources unit. The outcome of the study identified several water sources as being restricted in their capacity to provide adequate supply in comparison with the demands. However, all of these options were reviewed in completeness.

The study considered each option in terms of the resource availability, the possible location of the abstraction works and treatment facilities as well as the projected operations and maintenance costs for each scheme. Some options were too expensive and would require a large amount of capital and operation and maintenance costs for electricity where high pumping heads and high flows were required.

Consideration was also given to the utilisation of the existing bulk infrastructure in place. This infrastructure would require upgrading to meet the growing demands of the area, but could serve as valuable short term facilities.

- **Review of Other Proposals for Water Supply**

Proposals for the MSW Ngcebo Scheme, Umgeni Water Bulk supply and from Mhlathuze Water were also reviewed as part of the study. It was found that the proposal from Mhlathuze Water was very confined in its area of service and was not ideal in its movement of water from the Tugela River to the Mvoti River area of supply. The Umgeni Water proposal was a more acceptable approach which assisted in the supply to the higher regions in the DM area which then eliminated the need for high pumping costs, as well as by providing bulk infrastructure to the coastal zones where the Mvoti River was very limited in its resource availability. The MSW Ngcebo Scheme is an ideal short-term project for implementation in the north-western part of the DM which can later be linked to other schemes being planned for implementation by Umgeni Water.

Analysis of Options for Water Supply

A matrix of the various options for bulk water supply was devised which took into account the availability of water from the various sources, the capital costs, the O&M costs as well as the unit reference values for each option. Each option was reviewed in terms of the above and ranked in order of highest score to lowest, with the highest scoring option being considered the most favourable.

Recommendation for Bulk Water Supply

The matrix showed that Option 6 as identified in the study was the optimal solution in consideration of the above mentioned factors. Option 6 utilises the existing Sundumbili water treatment works for the supply to Zones 1 and 2, the existing Mvoti works to supply the Stanger and immediate surrounds of Zone 3, with the Umgeni Water North Coast Pipeline supplying the coastal portions of Zone 3, extending to the Blythedale region; Zone 4 being supplied by a combination of the Umgeni Water Ndwedwe pipeline and the future Wartburg scheme; Zones 5, 6, 7 and 8 being supplied from the Ngcebo Scheme in the short-term but ultimately being supplied by the Umgeni Water extended Wartburg Scheme. Once the Wartburg scheme extension is in place, the connection into the Ngcebo Scheme will enable the de-commissioning of the Ngcebo abstraction and water treatment works, as well as the high lift pump stations that will be initially required which in turn will reduce the operation and maintenance costs. This option is thus recommended for implementation for the bulk water supply.

Sanitation Review

In review of the sanitation needs for the project area, consideration was given to the development corridors in the DM area. Growth along these corridors will require waterborne sanitation systems and have been planned as such. All other out-lying areas where sparse population densities make it unfeasible to provide waterborne sanitation services, are deemed to be served by ventilated pit latrines initially, and depending on factors such as affordability and ground conditions, these systems can be upgraded to septic tank systems. Cost estimates were derived for the implementation of the basic sanitation services as well as for the possible operation and maintenance of these schemes. The Water Services Master Plan was submitted with the 2007 – 2012 iLembe IDP.

• **Waste Management Plan**

DEAT and DWAF developed the National Waste Management Strategy in accordance with the elements of the internationally acclaimed Waste Management Hierarchy which encourages waste prevention and minimisation. The NWMS is based on the principles of sustainability and requires that local authorities develop Integrated Waste Management Plans in accordance with national guidelines for submission to provincial authorities for approval. These plans will subsequently be incorporated into the Provincial Waste Management Plans. In terms of the Municipal Structures Act, 1998, solid waste management is the responsibility of the District Municipality. The iLembe District Municipality has therefore undertaken the responsibility of developing a Waste Management Strategy for its area of jurisdiction.

Within this context the iLembe District Municipality adopted the following principles in the development of the iLembe Waste Management Strategy:

- **Waste Management Systems:** A basic waste management system provides a cleansing function and comprises waste storage, collection, transportation and disposal.
- **Waste Management Hierarchy:** This approach adopts the “cradle to grave” principle, which aims to reduce the impacts of waste through the reduction of waste generation at source by using cleaner production, waste stream through recycling options and hazards associated with waste disposal through appropriate treatment.
- **Best Practicable Environmental Option:** Entails a systematic consultative decision-making procedure where different alternatives are assessed to identify the best options for both the long and short-term in terms of the most benefit, the least damage to the environment and acceptable costs.
- **Proximity and Regional Self Sufficiency:** This principle is focused on both the financial and environmental costs of transportation and disposal of waste.

The goal of the iLembe Waste Management Strategy is to provide a framework for integrated and sustainable waste management practices in the area following the internationally recognised basic elements of waste management and the Waste Management Hierarchy as stipulated in the NWMS. This goal is supported by the following objectives:

- To reduce the waste streams by encouraging prevention and minimisation initiatives such as re-use and recycling.
- To reduce adverse environmental impacts of the waste produced.
- To improve the living environments and the livelihoods of the community through:
 - Environmental Education and Awareness.
 - Capacity Building and Development of Entrepreneurship Skills.
 - Cash Generation for the Poor through the Establishment of Buy-Back Centres.

The iLembe Waste Management Strategy is based on the principles of re-use and recycling as advocated for by the NWMS and includes:

- The establishment of buy-back centers.
- The establishment and encouragement of shallow trench gardening.
- The re-use of other waste types.

The implementation process of this Strategy includes the following key process:

- Capacity building and training is critical to the successful implementation of a recycling system. This is an ongoing process which requires regular review and **capacity building**

programmes to change people's perceptions on waste and behaviour in such a way that they can take responsibility for their waste.

- **Roles, responsibilities and communication channels** have to be clearly defined to ensure proper coordination of the Plan within the Municipality.
- Drafting of **policies and waste by-laws** to support the implementation of this Strategy.
- The **provision of the required infrastructure** and resources including selecting, negotiating and securing sites for the buy-back centres, securing funding and drafting tenders documents for the construction of buy-back centres.
- The iLembe Waste Management Strategy will be **piloted** in selected areas. This will be coupled with a monitoring process to identify any shortfalls in the Strategy that can be improved on and successful aspects that can be strengthened.

This Waste Management Plan was adopted in 2007 and to be reviewed. The preparation of an Integrated Waste Management Plan has been budgeted for and set to be completed as part of the 2009/10 financial year.

- **Energy Master Plan**

iLembe District Municipality have appointed NET Group South Africa (Pty) Ltd to develop an Energy Master Plan to address the energy needs of the District. The overall objectives set for this Plan are:

- Prepare for anticipated growth in demand for energy due to regional economic development.
- Clear backlog on domestic electricity services.

The specific objectives identified to achieve the overall objectives stated above are:

- Data and information gathering.
- Assessment and analysis of electricity/energy services and backlogs.
- Preparation of electricity/energy needs based on development.
- Alignment of plans.
- Identification of electrical/energy services options.
- Recommendations to iLembe District Municipality.
- Finalisation of the Energy Master Plan.

This integrated study is the first of its kind for the iLembe region and it's associated Local Municipalities and will establish the basis for future development of the energy sector to support the IDP.

The scope of this on focuses on clearing electrification backlogs and forecasting the end state bulk electrical infrastructure to provide an optimal, sustainable bulk supply for anticipated development. It also gives a view on servitudes to be secured at the earliest opportunity for future bulk infrastructure.

It does not take a view on upstream transmission networks or generation capacity. It also does not focus on a lower reticulation level as it assumes short-term detailed reticulation planning will follow as and when required by electrification and developer projects within the proposed substation zones.

The iLembe Energy Master Plan focuses on network expansion and network refurbishment in particular, with reference to the following:

The Network Expansion Plan identifies the following projects:

- Phasing of the projects, specifically those related to KwaDukuza and Mandeni Municipality that were done in consultation with technical representatives from these areas. All existing Eskom projects have been phased based on feedback from Network Planning.
- The sub transmission network expansion projects raised were phased based on load requirements for that timeframe.
- The costing of capital projects was done by using standard equipment cost. These costs were escalated for projects with long lead time before inception.
- The Municipalities and Eskom have given estimated costs for projects already planned.

The Network Refurbishment Plan focuses on the following aspects:

- The substations and networks in the KwaDukuza area are old and due to resource constraints have not been maintained well. The old equipment in use is evident of the ageing network.
- At all the substations, gang links have proved to be problematic due to coastal and industrial pollution.
- Due to the location of Sappi S/S pollution has caused degradation of support and equipment steelwork.
- Hilltop, Collisheen and Shakaskraal S/S have outdoor switchboards. These boards are showing signs of severe corrosion.
- Most substations have vegetation growing in the yards and the stone cover is poor.
- The substation and networks in the Mandeni area are relatively smaller. Only routine maintenance has been carried out on equipment, although a refurbishment plan has been drafted by the Electrical Department for input into this Master Plan.
- The Eskom substations and networks have been well maintained. The refurbishment plans drafted by Eskom have been used as inputs to this Master Plan.

It is estimated that R112.5 million will need to be spent on electrification, expansion and refurbishment projects in the iLembe District. The phasing of these projects, specifically those related to KwaDukuza and Mandeni Municipality must be done in consultation within technical representatives from these areas drawing on their knowledge of the networks and priorities.

This Energy Master Plan was submitted with the 2008/9 iLembe IDP and is therefore not attached to this IDP Review document.

- **Transport Infrastructure Plan**

In July 2007 the iLembe District Municipality appointed the DMA/MMC/MAP Consortium to prepare a '**Transport Infrastructure Plan**' (TIP). This is a Regional Plan which would consider the transport patterns of the local municipalities. In this regard, two interrelated tasks have been carried out:

- **Task 1 :** Development of a transport network strategy and transport policies to provide a framework for development, including the design of appropriate traffic control solutions for selected existing intersections;
- **Task 2:** Development of a 20 year transport investment plan and traffic management plan for the iLembe District Municipality.

Task 1 has for the most part been prepared and the intentions are to commence with Task 2. Financial constraints have delayed the development of Task 2. The District has consulted the following funding bodies for financial assistance:

- National Government
- Provincial Government
- EPWP
- DOT
- Private Sector

- **Crematories and Crematoria Plan**

This Cemeteries Plan was submitted with the 2007 – 2012 iLembe IDP and is therefore not attached to this IDP Review document.

3. LOCAL ECONOMIC DEVELOPMENT

3.1 Overview

Enterprise iLembe is the Economic Development Agency of iLembe District Municipality, responsible for **Trade & Investment Promotion** and **Local Economic Development** for the region within these key sectors;

- Agriculture
- Tourism
- Manufacturing
- Services

The philosophy that drives Enterprise iLembe is built on global best practice principles in Local Economic Development. "Local Economic Development is a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized." This is reflected in the Industrial Development Strategy developed around the District. We think global and act LOCAL.

Opportunity Identification & Development

Investment opportunities are identified through private sector engagement, public sector and gap analysis. Imperative to Enterprise iLembe pursuing or supporting a project is driven by the Agency Strategy and whether the project idea meets the Agency's Value Statement "Economic Development that will change the lives of our people".

Projects must be Specific, Measureable, Achievable, Realistic and within a Timeframe (SMART), and have socio-economic benefits linked to it. Enterprise iLembe has a Project Management Unit that assists in this process, with experienced Project Managers in the key sectors identified.

3.2 Challenges

In the year 2009/2010 Enterprise iLembe had to operationalise the business. Enterprise has shown significant growth over the past year. Growing from R2mil strong entity to approximately R27mil in a 12 months period. With that the challenge for management is that adjustments continue to be made to accommodate the growth of the business. These include an urgent need to capacitate, coupled with the need for the business to adopt more efficient and stringent management of our finances, projects, and ensure compliance with policies **Performance Management** of the organisation is a key priority of the Board. The **Agricultural sector** is a key sector in iLembe and as such Enterprise iLembe has significant investments in the sector. Enterprise iLembe is very proud of the implementation of the Agri-Hubs and iLembe open farms projects that have seen the lives of communities changed in the District. Farming in the area was severely impacted and hard hit with Kwa-Zulu Natal experiencing its driest period in 30 years, Average rainfall fell from 1,009mm by the end of September reaching approximately only 313mm reflecting a reduction of an average of 46, 6%. Some good rains were experienced in final month of 2010 allowing some recovery in the sector Enterprise iLembe together with industry players are continuously exploring diversifying sugar products and alternative crops to support the industry. The **manufacturing sector** as in the rest of the country slowed in response to the recessionary pressure. The **Tourism sector** experienced positive growth in the area with increased interest and investment by the private sector in the District. Five new hotels opened in the area in response to growth projected in the tourism market. Challenges however continue to be experienced in facilitating and directing investment towards the hinterland and rural areas of the District. Success was achieved in the **Arts & Crafts Sector** as iLembe District received funding for and opened the doors to the first Integrated Craft Hub in KZN. The industry has become increasingly competitive necessitating further up skilling of existing crafters and identification of more communities to participate in the sector. Enterprises iLembe is a grant funded organisation and as such will always face challenges related to fund raising and ensuring that committed funding is received timorously.

Enterprise iLembe is to date receives funding from the Department of Co operative Governance and Traditional Affairs, iLembe District, Industrial Development Corporation for the role out of Local Economic Development projects. Expenditure against allocated budgets is crucial, as these

impacts the Agency's ability to secure further funding for LED projects operational costs. Enterprise ILembe continues to maintain a healthy financial position however the CEO's office will have to remain vigilant in ensuring that all budgeted and approved funding for each financial year is received and spent.

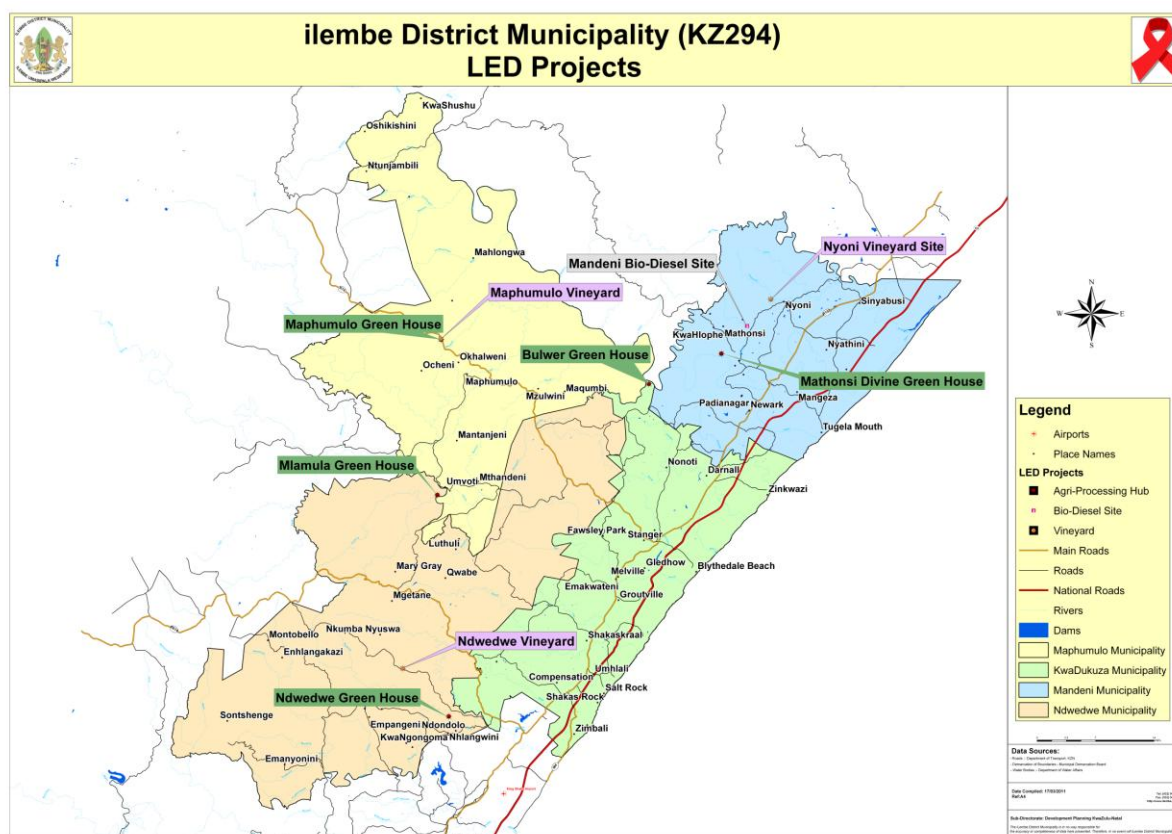
3.3 Objectives

- To nurture new ideas which have commercial potential BUT have high impact potential poverty, jobs and empowerment
- To build partnerships between public sector support institutions and private sector players
- To become an effective finance facilitator for projects
- To build a strong Project Management Unit – so as to be able to bridge 1st & 2nd economies through catalytic and high-impact projects.

3.4 Project Matrix

Focus Area	Projects	Budget (R)		
		2011/2012	2012/2013	2013/2014
Economic Development		Funding to be sought	Funding to be sought	Funding to be sought
	iLembe Biodiesel Processing Facility	5 916 000	Funding to be sought	Funding to be sought
	Satelite Craft Hub	270 000	Funding to be sought	Funding to be sought
	Development of Co-operative Strategy	150 000	Funding to be sought	Funding to be sought
	Explore Titanium Mining Potential in Maphumulo	500 000	Funding to be sought	Funding to be sought
	Establish Investment Profile of District with Incentive Schemes	150 000	100 000	100 000
	Develop and implement investment policies and strategies	100 000	100 000	100 000
	Annual Investor Conference	300 000	Funding to be sought	Funding to be sought
	Establish Chamber of Commerce & Industry & Tourism	50 000	Funding to be sought	Funding to be sought
	Support development of Zulu Cultural and Community Based Tourism; linked to development of King Shaka Heritage Route	100 000	200 000	200 000
	Promote and Support Film Industry	100 000	100 000	150 000
	Prepare District Wide Tourism Strategy- Community Based/Cultural Based Tourism	200 000	Funding to be sought	Funding to be sought
	Agri-Processing Hub	6 500 000	Funding to be sought	Funding to be sought
	iLembe Agricultural Farms	1 000 000	Funding to be sought	Funding to be sought
	iLembe Vineyards & Winery	13 000 000	5 000 000	Funding to be sought
	Moringa Tree Plantation	3 500 000	Funding to be sought	Funding to be sought
	Promote the iLembe District as a tourism destination (North Coast)	400 000	450 000	500 000

TABLE 36: Local Economic Development- Project Matrix



MAP 27: LED Projects

3.5 The Plans

The plans, policies and regulations aim to ensure compliance and effective management. The following policies are developed and guide to ensure compliance within Council:

3.5.1 Sector Plans

• LED Strategy

The purpose of the 2008 iLembe LED Strategy is to utilise the outcome of the GDS report to formulate and implement a LED Strategy for the next 5 years, to achieve economic growth and development. It aims to bring about higher levels of economic activity in iLembe by placing a great emphasis on the role of the District Municipality in making this possible and in so doing, address those issues addressed by the GDS. The 2008 iLembe LED strategy is also formulated within the context of the relevant national and provincial economically related policies and programmes, the LEDs of the four Local Municipalities as well as the sector specific strategies that have been formulated for this purpose. These are:

- Accelerated and Shared Growth Initiative for South Africa (ASGISA).
- Regional Industrial Development Strategy (RIDS).
- National Framework for Local Economic Development in South Africa Provincial Growth and Development Strategy (PGDS).
- Provincial Spatial Economic Development Strategy (PSEDS).
- The DPLGs Toolkit for Economic Development.

The process of formulating the 2008 LED Strategy reflects the bottom up approach adopted where the District LED is to build on the Local Municipal LED Strategy. The following Local LED Strategies were consulted:

- KwaDukuza LED
- Maphumulo LED
- Mandeni LED
- Ndwedwe LED

Specific strategies were developed for sectors that constitute the economic pillars of iLembe's economy. The following sector reports also geographically integrate the local LED strategies.

Agriculture	<p>This sector is characterised by two distinct types:</p> <ul style="list-style-type: none">• Commercial agriculture such as sugar cane farming, along the coastal strip.• Subsistence agriculture in the rural hinterland and inland areas.
Manufacturing	<p>This sector is characterised by the following types of industries:</p> <ul style="list-style-type: none">• Primary sector comprises of heavy industries such as sugar and paper mill production in the Isithebe Industrial Estate near Mandeni.• Secondary sector activities include light industries.
Tourism	<p>This sector has consistently grown in iLembe, which offers various varieties of tourism that can be categorised as follows:</p> <ul style="list-style-type: none">• Cultural and heritage tourism.• Beach tourism.• Nature-based tourism.
Services	<p>This sector includes the following sub sectors:</p> <ul style="list-style-type: none">• The informal sector.• Wholesale and retail trade.• Transport and storage.• Communication.• Financial and insurance.• Real estate.• Business, community, social and personal services.• Government services.

This LED Strategy was submitted with the 2008/9 iLembe IDP and is therefore not attached to this IDP Review document.

4. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.1 Overview

The strategic mission of Corporate Governance is to enable political office bearers to fulfil their constitutional functions and electoral mandate by:

- Providing professional, effective and efficient support services to the three principals in support of their obligations;
- Effectively planning and overall co-ordination and monitoring public participation process through activities of public hearings and Public meetings;
- Ensuring effective functioning of Ward Committees in the district;
- Monitoring and evaluation of programmes, reporting on actual performance against what was planned according to the IDP priorities and SDBIP;
- Liaising with other state departments and Local Municipalities in pursuance of goals and objectives enshrined in the constitution, section 41, Chapter Two, Co-operative Governance and intergovernmental relations Framework Act, 2005;
- Rendering support services, speech writing, protocol and ceremonial services, as well as communication services to the office of the Mayor, Deputy Mayor and Speaker and Municipal Manager and other Directorates within the municipality.

4.2 Challenges

Our Corporate Governance challenges have been:

- Public participation is not fully synchronized and is not cost effective within the District Family
- Ward Committees are dysfunctional and need capacity building
- Ward Committees need to upscale input to the IDP and Budget
- As a District the Municipality is challenged by the need to upscale necessary assistance to the designated groups in terms of procurement and access to opportunities.

4.3 Objective

- To Provide co-ordination of Government work
- To Provide administrative support to Political Leadership
- To Provide support to women, children and designated groups
- To Establish disaster Management Centre
- To provide support to Councillors.

4.4 Project Matrix

Focus Area	Projects	Budget (R)		
		2011/2012	2012/2013	2013/2014
Public Participation	Development of a public participation plan/strategy for the iLembe District	Funding to be sought	200 000	50 000
	Training of Ward Committees	Funding to be sought	300 000	100 000
	Community Based Planning (R25 000 x 66 wards)	Funding to be sought	1 650 000	1000 000
	IDP Roadshows	2000 000	2 500 000	3 000 000
Communications and Marketing	Events	1000 000	500 000	500 000
	Information Dissemination	500 000	550 000	600 000
	Media Liaison	500 000	550 000	600 000
	Establish DM Call Centre & Communication System for the District	Funding to be sought	4 400 000	2 500 000
	Develop a District Fire Fighting Framework and	300 000	Funding to be	2 500 000

	fire assessment		sought	
	Establish Disaster Management Centre	300 000		2 500 000
Review level 1 plan	Institutional Foundations for Disaster risk management	470 000	Funding to be sought	Funding to be sought
	Macro risk assessments	1 860 000	Funding to be sought	Funding to be sought
	Contingency planning for known risks	595 000	Funding to be sought	Funding to be sought
	Review key stakeholder participation and forums	5 675 000	Funding to be sought	Funding to be sought
	Incorporation of risk reduction plans into IDP	495 000	Funding to be sought	Funding to be sought
	Public Awareness Campaign	Funding to be sought	Funding to be sought	Funding to be sought
	Internal Awareness Campaign e Disaster Management Implication	Funding to be sought	Funding to be sought	Funding to be sought
Develop level 2 plan	develop community based/ward based disaster risk assessments	Funding to be sought	Funding to be sought	Funding to be sought
	Develop community risk reduction strategies ,policies and projects	Funding to be sought	Funding to be sought	Funding to be sought
	Evaluate current capacity within communities	Funding to be sought	Funding to be sought	Funding to be sought
	Emergency communication capabilities & early warnings	Funding to be sought	Funding to be sought	Funding to be sought
	Public awareness campaigns	16 667	Funding to be sought	Funding to be sought
	Disaster Management Volunteers	50 000	Funding to be sought	Funding to be sought
	Incorporation of risk reduction plans into IDP	Funding to be sought	Funding to be sought	Funding to be sought
	Memorandum of understanding and sectoral plans	16 667	Funding to be sought	Funding to be sought
Develop level 3 plan	Ongoing disaster assessments and monitoring capabilities	16 667	Funding to be sought	Funding to be sought
	Alignment of risk reduction strategies and ,policies an IDP	Funding to be sought	Funding to be sought	Funding to be sought
	Monitoring of disaster risk reduction projects	Funding to be sought	Funding to be sought	Funding to be sought
	Public awareness campaigns	33 333	Funding to be sought	Funding to be sought
	FDI & early warning systems are in place and works efficiently	- Funding to be sought	Funding to be sought	Funding to be sought
	Conduct a Fire study (Fire fighting equipment)	Funding to be sought	Funding to be sought	Funding to be sought
	Formalise procedure for the reporting of incidents	Funding to be sought	Funding to be sought	Funding to be sought
	Ensure maintenance of roads and bridges in high risk areas	Funding to be sought	Funding to be sought	Funding to be sought
	Ensure that storm water pipes and channels are	50 000	Funding to be	Funding to be

	maintained		sought	sought
	Establishment of a Disaster Management Centre	1 333 000	Funding to be sought	Funding to be sought
	Information Dissemination and Display System	250 000	Funding to be sought	Funding to be sought
	Implement a DM Information System linked to Nat.& Prov Systems	666 667	Funding to be sought	Funding to be sought
	Disaster Management Awareness campaigns & Education	33 333	Funding to be sought	Funding to be sought
	Develop Business plans and feasibility studies for 10 - 20 priority risks	166 667	Funding to be sought	Funding to be sought
	Educate, training & capacity-building programmes (Enabler 2)	33 333	Funding to be sought	Funding to be sought
	Response, recovery & rehabilitation plans & Programmes	166 667	Funding to be sought	Funding to be sought
	Informal settlement disaster risk assessments	100 000	Funding to be sought	Funding to be sought
	Disaster Management Advisory Forum (DMAF)	25 000	Funding to be sought	Funding to be sought
	Develop DM Plans for each Local Municipality	333 333	Funding to be sought	Funding to be sought
	Participation at annual conferences and seminars i.e. DMISA	16 667	Funding to be sought	Funding to be sought
	Integration of DM into development & IDP	33 333	Funding to be sought	Funding to be sought
	Adequate relief measures available to assist affected communities	166 667	Funding to be sought	Funding to be sought

TABLE 37: Good Governance and Public Participation

4.5 The Plan

The plans, policies and regulations aim to ensure compliance and effective management. The following policies are developed and guide to ensure compliance within Council:

4.5.1 Sector Plans

- **Public Participation Plan** - The iLembe District Municipality does not have an existing public participation plan/strategy, however, the development of the public participation plan/strategy has been identified as one of the projects in the 2011/2012 financial year.
- **District HIV/AIDS Strategy**

HIV and AIDS is one of the main challenges facing our society and is one of the main causes of death in the country. The rate of infection is increasing at a high rate, even though statistics released by the Minister of Health for 2006/2007 indicated a slight decline.

More and more people are getting sick and die due to HIV and AIDS related illnesses. The number of orphans and child headed families is on the increase and is a great cause of concern. Individuals, families and communities are adversely affected by the pandemic as the brunt of the burden of caring for and supporting the infected falls on the families and children of those who are sick. In many instances they have already lost the family breadwinner and therefore have to survive on meagre resources.

The National Strategic Plan has been used as a guide to develop the iLembe HIV/Strategic Plan. Within this context the iLembe District Municipality is one of the key

institutions that have a critical role to play in the realisation of the National Strategic Plan objectives.

This iLembe HIV/AIDS Strategic Plan is a product of the engagement with all stakeholders and it seeks to provide a coherent and coordinated response to the challenges posed by the HIV/AIDS pandemic. This Strategic Plan is guided by a set of principles derived from the National Strategic Plan which are:

- Provision of supportive leadership.
- Ensuring effective communication.
- Ensuring effective partnerships, including meaningful involvement of people living with HIV and AIDS.
- Promotion of social change and cohesion.
- Ensuring sustainable programmes and funding.

The HIV/AIDS challenge is one of the social problems which the IDP seeks to address. The iLembe District Municipality has through its procurement policy ensured that women, youth and the disabled are given first preference in tenders and job opportunities presented by the implementation of the IDP projects. In implementing these projects, iLembe will ensure the following:

- That women and youth are fully represented in the District HIV/AIDS Forum and are encouraged to take an active role.
- Those women are given first preference in job opportunities presented by the municipalities' Local Economic Development programmes and other IDP projects such as the planned Osindisweni Aids Orphan Centre in Mayville.
- That the HIV/AIDS policy is gender sensitive and is responsive to challenges facing vulnerable groups such as women.

- **Social Cohesion**

This section of the IDP looks at the notion of Social Cohesion within the context of building careering society in solidarity with the poor. A point need to be made that, the notion of Social Cohesion has not been fully examined in South Africa as a policy imperative for the construction of a new society.

The Department of Arts and Culture also commissioned Human Science Research Council in 2005 to prepare a report on Social Cohesion and Social justice in South Africa on behalf of the Social Cluster of Cabinet.

The participation of the people both in national and local government elections, Izimbizo, campaigns, Masakhane, IDP and Budget meetings, social networks and partnerships can be observed and measured in formal agreements such as District Growth and Development Summits.

In essence cultural diversity should be seen to be appreciated and practiced. In order to give meaning to the IDP, it is critical to strengthen Social Cohesion in order to achieve a range of policy objectives, including meeting service delivery needs.

- **Disaster Management Plan**

DISASTER RISK MANAGEMENT PLANNING IN ILEMBE DISTRICT MUNICIPALITY

1. AIM

The Disaster Risk Management Centre aims to prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters and to implement post-disaster recovery and rehabilitation within iLembe District by, monitoring, integrating, co-coordinating and directing the disaster risk management activities of all role-players and communities.

The centre also aims to achieve compliance with the Disaster Management Act, 57 of 2002 and the National framework of 2005 as well as to effectively co-ordinate all Disaster Risk Reduction, Disaster Response and Relief and rehabilitation efforts within the district.

2. OUTCOMES

- ✓ To prevent or mitigate the amount of major hazards occurring, to limit their consequences and disruption to the lives of the community and to the economy of the district.
- ✓ To identify the hazards which are of the highest risk, the most vulnerable communities and critical areas and infrastructure and striving for integrated and co-ordinate risk reduction, planning, preparedness and response initiatives.
- ✓ Disaster resilient communities

3. KEY DELIVERABLES

- ✓ Integrated institutional capacity for Disaster Risk Management
- ✓ Comprehensive disaster risk assessment
- ✓ Integrated disaster risk reduction
- ✓ Integrated disaster response and recovery
- ✓ Integrated information management and communication
- ✓ Integrated Disaster Risk Management education, training, public awareness and research
- ✓ Adequate funding arrangements for Disaster Risk Management

4. LEGISLATION

Disaster risk Management in iLembe district, operates amongst others under the following legislation:

Disaster Management Act, 57 of 2002,

Municipal Systems Act, 32 of 2000,

Disaster Management Framework, 2005

Disaster Management volunteers Regulations

Safety at sports and recreational events Bill of 2009

5. PLANNED PROJECTS FOR THE YEAR 2011/2012.

All planned projects for disaster risk management have been indicted in the capital investment framework.

6. STATUS QOU OF ACTIVITIES

6.1 INTEGRATED INSTITUTIONAL CAPACITY FOR DISASTER RISK MANAGEMENT

According to the national disaster management framework integrated institutional capacity for disaster risk management (KPA1) focuses on establishing the necessary institutional arrangements for implementing disaster risk management within the national, provincial and municipal spheres of government. It specifically addresses the application of the principle of co-operative governance for the purpose of disaster risk management. It also emphasizes the involvement of all stakeholders in strengthening the capabilities of national provincial and municipal organs of state to reduce the likelihood and severity of disasters.

To adhere to the requirements of the disaster risk management legislation and to ensure that partnerships and relationships are fostered between stakeholders, the disaster risk management centre has established the following structures:

- a) Ilembe Disaster risk management district coordinating committee

This body was established in order to promote inter-municipal relations and to achieve a coordinated and uniform approach to disaster risk management within the iLembe. Although not a legislative requirement, one cannot foresee, how communication and coordination between the two local spheres of government can be effective in the absence of this structure. All four local municipalities within the district are members of this forum the DRMDCC also known as the iLembe DCC holds its meetings monthly. This structure was established in March 2010.

b) Disaster risk management advisory forum

The Disaster Management Act calls for the establishment of a Disaster Management advisory forum.

This is an advisory body in which a municipality and relevant disaster management role players consult one another, co-ordinate their actions and provides necessary input on matters relating to disaster management.

The main aim of the establishment of this forum is to achieve the following:

- a) Develop a point of co-ordination for all role players.
- b) Develop the capacity and understanding about disaster risk management amongst key role players
- c) Facilitate cooperation between district and local key role players
- d) Encourage the development of resource sharing arrangements around financing including the delivery of emergency services and responding to emergencies or disasters
- e) Ensuring the responsibility of reporting to key stakeholders including the municipal council, province and national on matters relating to disaster risk management.

The iLembe district municipality has an advisory forum which is currently in existence and meets quarterly.

c) Senior management forum for disaster risk management

A senior management forum for disaster risk management, in the form of an interdepartmental committee for disaster risk management must be established.

The aim of the Interdepartmental Disaster Management Committee (IDRMC) is to provide a forum where different departments within the municipality can coordinate and integrate their actions and activities relating to disaster risk management. This committee allows technocrats to compile disaster management plans and strategies, implement appropriate disaster risk reduction methodologies, engage in emergency preparedness and ensure rapid and effective disaster response and recovery capabilities. The IDRMC also provides an accountability mechanism between departments in terms of disaster management activities. The IDRMC ensures the integration of disaster risk reduction into developmental initiatives in the municipality.

iLembe district municipality does not have an interdepartmental committee however, currently; in existence is a Management Committee which meets weekly. This is a senior management forum chaired by the Municipal Manager which discusses and addresses all issues that require attention within the municipality.

To avoid duplication, this structure represents the IDRMC. Disaster risk management agendas that require interdepartmental attention are currently being tabled at this forum.

d) Political forum for disaster risk management

Disaster risk management in iLembe District Municipality, functions within the Amenities Safety and Security political Portfolio Committee. Under this political forum, disaster risk management policies are approved.

The mayor`s forum, is another political forum wherein all disaster risk management issues can be tabled on the agenda. Issues requiring attention in all municipalities can be tabled by the district Mayor at this forum

e) Status Quo in local Municipalities

Disaster risk management is a shared responsibility which must be fostered through partnerships between the various stakeholders and co-operative relationships between the different spheres of government, the private sector and civil society. In order to achieve this, the Act requires that certain structures must be established in all spheres of government. It is in this regard that local municipalities need to establish or form part of the disaster risk managements structures mentioned above.

A disaster risk management status quo and gap analysis was conducted in February 2010. The status on participation in district forums indicated below is a result of the findings of the gap analysis conducted.

Note must be taken of the fact that all forum local municipalities do not have any disaster risk management committees nor do they have any officials that have been appointed to solely perform the disaster risk management function.

KwaDukuza Local Municipality

FORUM	STATUS
DCC	No sufficient participation in district forum
ADVISORY FORUM	Sufficient participation in district forum

Mandeni Local Municipality

FORUM	STATUS
DCC	No sufficient participation in district forum
ADVISORY FORUM	No Sufficient participation in district forum

Ndwedwe Local Municipality

FORUM	STATUS
DCC	Sufficient participation in district forum
ADVISORY FORUM	Sufficient participation in district forum

Maphumulo Local Municipality

FORUM	STATUS
DCC	Sufficient participation in district forum
ADVISORY FORUM	Sufficient participation in district forum

TABLE 38: Status of Disaster Forum Structures of LMs

- f) District Disaster Risk Management Centre
- Placement of the DRM function in the iLembe administration

Currently, the disaster risk management function resides as a unit reporting to the Director: Corporate Governance.

- *The Disaster Operations Centre*

The building that was in existence was damaged during floods. Currently, iLembe district municipality does not have a disaster operations centre. A building within which disaster risk management is to operate from is currently being sourced.

- *Human Resources*

The centre has the following human resource capacity:

1X Manager Disaster Risk Management
 1x Disaster Risk Management Officer
 2x Disaster Risk Management field officers
 1x Vacancy (Disaster Risk Management Field officer)
 Proposed new positions:
 1x Disaster Risk Reduction Officer
 1x Administrative officer

- g) Disaster Risk Management Framework

Section 42 of the disaster management act 57 of 2002 stipulates that "Each Metropolitan and each District municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area"

This framework must be developed in consultation with the local municipalities in the area.

In this regard, a disaster risk management framework for iLembe district was developed and adopted by council.

6.2 DISASTER RISK ASSESSMENT

In order to ensure effective disaster risk reduction programs within the district, disaster risk assessments need to be undertaken.

In preparing its disaster risk management plan, the iLembe district municipality undertook a macro assessment (Included in the disaster management plan) wherein the different risks within the district were identified.

An in-depth risk assessment is still to be undertaken which will focus on the following:

- Outlining the level of skills or lack thereof, of the staff involved in disaster risk management in the district.
- Providing clear guidelines and procedures that are to be implemented with regards to funding for disaster risk management in iLembe
- Identifying key prioritized risks in all wards within the district. ie (community based)
- Providing structures and procedures to identify key involved departments responsible for the risks identified, as well as the ability to monitor, disseminate and update disaster risk information.
- Providing measures and procedures to assure quality control over different aspects of disaster risk management.
- Providing measures and procedures that make information management concerning disaster risk management possible and sustainable.

This assessment alluded to above will form part of the assistance that will be provided by iLembe in supporting its local municipalities develop their disaster risk management plans.

6.3 DISASTER RISK REDUCTION AND DISASTER RISK MANAGEMENT PLANNING

Disaster Risk Management Plans

In order to comply with all the requirements of the national disaster management act 57 of 2002 and the National disaster management framework and the systems act as well as in order to build communities that are resilient to disasters as well as ensure that there are proper processes in place for the effective management of disasters, a district and local disaster risk management plans must be developed.

The iLembe district municipality has developed a disaster risk management plan which has been adopted by council. The plan is available on the District's website. The Executive summary contains the projects per hazard which is attached as Annexure B and the projects per KPA are indicated in the CIF which is Appendix K1.

Some local municipalities within the district still need to undergo the process of developing disaster risk management plans. Through its plan to support local municipalities undergo some of the processed of developing disaster risk management plans the district can be in a better position of having effective disaster risk management planning.

Sectoral Plans for Disaster Management

Sector Departments, through the advisory forum have been encouraged to develop disaster management plans. As part of Level 2 Disaster Management plans, iLembe District aims to develop a guide to assist all sector departments with their planning

Disaster risk reduction projects

Risk reduction projects undertaken by iLembe district so far form part of the public awareness activities will be discussed below.

6.4 DISASTER RESPONSE AND RECOVERY

Although the district centre is semi- functional, it currently does have the capacity to respond to major incidents. This is made possible through partnerships with the local municipalities as well as

other role-players in the district. Disaster response and recovery is an ongoing activity and improvements are still required to ensure more quick and effective response to disasters.

6.5 INFORMATION MANAGEMENT AND COMMUNICATION

The Act requires disaster management centers to establish information and communication capabilities. This includes the ability to operate a 24hour emergency communication for purposes of early warning dissemination and other related matters. Since the destruction of the district call centre during the February 2009 floods, the district center currently relies on the local municipalities to assist them to perform this function. However, the process of developing a call centre which is able to coordinate all communication activities within the district is still underway.

6.6 PUBLIC EDUCATION, AWARENESS AND RESEARCH

The district center currently conducts numerous awareness programs throughout the district. However, it is still currently in the process of developing a district public awareness strategy which will effectively guide the implementation of district public awareness programs and also ensure that these programs are linked to programs that are currently being developed by other role player in the district. This will also allow the district to monitor the effectiveness of the programs.

6.7 DISASTER MANAGEMENT FUNDING ARRANGEMENTS

The Disaster management centre currently relies, to a great extent on the disaster management grant funding. The Disaster Risk Management Plan as attached at Annexure B.

4.5.2 Flagship Programme/War Poverty

Overview

- The Flagship is an initiative by Office of the Premier that All Districts should have a programme that combine all Government Department in order to improve the quality of life for its citizens
- The Flagship Programme has been established and is processing well in the ILembe District. The National, Provincial and Local Flagship programs are implemented through this programme.
- Since its inception in November 2009, The Flagship Programme has been very active. The War on Poverty programs are implemented at a District Level to Locals through Local Task Teams. The War on Poverty meetings are held every Tuesdays.

Challenges

- All Local Task Teams (LTT) are supposed to meet so as to give Full reports about their findings in their areas, they do not honour meetings as a results not all LTTs are able to report.
- Not all Government Departments are able to implement War On Poverty Programs, that results in Programs designed and not implemented (Budget Constraints)
- A turnaround Strategy has been developed in order to attend to all the challenges Challenges including :-
 - Community Care Givers
 - Capacity needed by all role players e.g. Development, Project Management, M&E
- Elementary research principles and Change Management
 - Build up from the Wards and include the Departmental people sitting in Wards including SWOT analysis, how, who and when
 - Behavioral change campaigns and dates that included community dialogues.

Objectives

- One of the objectives for the existence of the Flagship Programme in the District is to combine resources of all the Government Departments in Fighting Poverty in iLembe District
- During the HIV / AIDS Program for 2010 we were able to identify through Department of Social Development 20 children who are child head households as

some of their parents died of HIV/AIDS. The Flagship will then have to intervene in ensuring that those children are assisted in any form.

5. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

5.1 Overview

Our ultimate aim is to transfer the Municipality in order to better serve the people and the communities within the iLembe District area and to strive towards being a world class Municipality.

The need to transform the iLembe Municipality was realized at a 2006 budget process that began with a workshop of all councilors and management. The workshop presented a very succinct and clear direction that was required to resuscitate the municipality from the current state of affairs, thus giving it the drive and a renewed vision.

Underpinning this vision is a blueprint that focuses on a full spectrum of commitment and skills advancement required for effective service delivery. In analyzing the Municipality's mission statement, it is evident that drastic transformation is required to achieve world class status.

Transformation is part of the Municipality's strategy and has to be driven from the highest level of management and leadership. It is the intention of iLembe to enhance management skills to facilitate team players who will cascade the transformation assignment to the lowest levels of staff. This proposed process will further be refined and finalized upon the appointment of a professional service provider.

5.2 Challenges

The retention of staff is still a challenge that the municipality can improve in the next three years to come.

5.3 Objectives

To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.

5.4 Project Matrix

Focus Area	Projects	Budget (R)		
		2010/2011	2011/2012	2012/2013
Munsoft Classic 4.0 - Upgrade Finance System and Integrated with GIS	Procurement module was upgraded. Integration to GIS, no discussion initiated with GIS dept. from Thula.	700 000.00	743 400.00	787 261.00
Establish IT Forum linked to Innovation Centre's / Hub's Internet Terminals	At the moment there is a MOU in place between Microsoft, iLembe & SITA.	No Funding	Funding to be sought	Funding to be sought
Investigate the Establishment of Shared Services Centre/Model	Presented to the MM's who then commented that they were not ready for a shared services.	No Funding	Funding to be sought	Funding to be sought
Local Area, Wide Area Networks, PC & Servers Upgrade / Standardization	Server Room upgrade completed. Migration of servers still in progress. Local area network for iLembe House finance section still needs to be completed. Wide Area Network (Wireless network need to be setup between iLembe House	No Funding	Funding to be sought	Funding to be sought

	&Sangweni, Sangweni ->Umhlali -> iLembe House). This will be done in conjunction with the internet upgrade with Internet Solutions Standardization – 95% completed			
Broadband Infrastructure Roll-out (Connectivity)	Phase 1 is completed. Phase 2 on hold. Waiting for funding.	2 500 000.00	Funding to be sought	Funding to be sought
Increase Access ICT's (in particular PD Communities)	At the moment there is a MOU in place between Microsoft, iLembe & SITA.	No Funding	Funding to be sought	Funding to be sought
ICT Skills Development (District Wide)	There is a draft training strategy that was designed by SITA. Mel Clark from IE is in the process of finding premises for the training centre (Luthuli Centre)	No Funding	Funding to be sought	Funding to be sought
Review & Implement Procurement Strategy (BEE)		Funding to be sought	Funding to be sought	Funding to be sought
Disaster Recovery Plan and Update (ICT)	Server consolidation almost complete, additional hardware needs to be purchased & procure consultant to transfer remaining servers. CFO is concerned about DRP at Umhlali. CFO going to bring up topic in MANCO	Funding to be sought	Funding to be sought	Funding to be sought
Develop Master Systems Plan Process / Council Needs Documentation	Master System Plan has been approved and adopted by the Municipality	Funding to be sought	Funding to be sought	Funding to be sought
Improve Service Levels - Implement ICT Service Model	Service level Management Service Delivery & Service Support Upgrade to latest version of CA Unicentre Helpdesk	Funding to be sought	Funding to be sought	Funding to be sought
Develop Skills Data Base linked to EPWP & ASGI-SA		Funding to be sought	Funding to be sought	Funding to be sought
Training & Learnership Programmes	A number of training programmes & learnerships provided to municipal officials funded by municipal budget and LGSETA grants	600 000	600 000	600 000
Construction & Equipping of Council Chambers		Funding to be sought	Funding to be sought	Funding to be sought
Prepare Institutional Skills Development Plan	Workplace Skills Plan prepared annually and submitted to the LGSETA by 30 June	Budget is part of Training & learnership Programmes	Budget is part of Training & learnership Programmes	Budget is part of Training & learnership Programmes
Prepare & Implement Gender & Youth Programme		Funding to be sought	Funding to be sought	Funding to be sought
Review & Implement Council's Com. & Marketing Strategy		Funding to be sought	Funding to be sought	Funding to be sought
Implement & Review Individual & Organisational		Funding to be sought	Funding to be sought	Funding to be sought

(PMS) for DM				
Review of Organisation	The Organisational Structure is currently under review	Funding to be sought	Funding to be sought	Funding to be sought
Annual Review of IDP linked to Budget/SDBIP/PMS		Funding to be sought	Funding to be sought	Funding to be sought
Establish Project Performance Management System (PPMS) linked to GIS		Funding to be sought	Funding to be sought	Funding to be sought
Compile a database for civil society organisation based in the district		Funding to be sought	Funding to be sought	Funding to be sought

TABLE 39: Municipal Transformation & Institutional Development – Project Matrix

5.5 The Plan

The plans, policies and regulations aim to ensure compliance and effective management. The following policies are developed and guide to ensure compliance within Council:

5.5.1 Sector Plans

• Retention Plan

The Municipality acknowledges the value of retaining staff especially employees with scarce skills and those who possess experience that is required for the Municipality to fulfill its objectives.

The Municipality recognizes that in order for it to be able to retain staff, it is very important to create an environment that encourages staff not only to succeed in their jobs but also to grow and achieve their aspirations.

An exit interview questionnaire has been developed to ensure that the reasons for staff leaving the Municipality as known and addressed, this will also form part of the retention strategy, based on the fact that whatever reason that is sighted by employees leaving us, corrective measures are put in place to ensure that it doesn't persist.

The Municipality has developed a policy on Skills Retention; this policy seeks to achieve among others the following goals:

- Identify and address on an on-going basis the causes of staff losses
- Create a learning environment through skills development initiatives
- Increasing trust between management and staff
- Retaining the services of staff deemed to be critical to the operation of the Council.

• HR Development Strategy

The Municipality is still working on an Integrated HR Development Strategy.

• Workplace Skills Plan

Skills planning are central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the ILembe District. The Municipality identifies what skills are required and develop strategies, tasks and schedules to ensure that we build those skills in order to deliver on our Integrated Development Plan objectives.

The Workplace Skills Plan is developed on annual basis and submitted to the LGSETA by 30 June in order to comply with Skills Development Act and to secure funding from the LGSETA to finance training interventions identified in the Workplace Skills Plan.

6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

6.1 Overview

The Municipality is mandated to implement Constitutional requirements guided by National Government policies and legislations. This constitutional obligation is aimed at improving systems and processes to ensure an effective, efficient and economical service-delivery system. Long term-financial sustainability is paramount to the service delivery system.

Our limited resources have to be prioritized in items capital and operational budget to ensure maximize service delivery to iLembe District. In order to meet the needs of the poor and improve the local economy, much of the Municipality's Capital Budget has been directed towards infrastructure development in terms of water and sanitation. This is depicted in MTEF up to 2009/2010 financial period.

In terms of revenue generation to fund capital projects, the municipality is mostly grant dependent. However, the municipality is also seeking alternative funding sources outside normal government grant to fund capital projects with international agencies.

Due to an ageing of infrastructure, own revenue generated has been used mainly to repairs and maintain the infrastructure. To address the ageing infrastructure challenges, the municipality has started a programme of replacing water mains in the CDB area which already is yielding the positive result in terms of water losses. The strategy is to roll out the programme to the entire district once the funding has been secured.

6.2 Challenges

Our financial challenges have been:

- The effects of the global slowdown in the world economy will impact on the local economy and affect the revenues of the Municipality;
- Inability to source the appropriate skills or expertise;
- Inability to collect the debt to fund the both capital and operational budget;
- Existing infrastructure cannot be maintained at an optimum level;
- Inability to increase the revenue base as large portion of District is rural;
- Loss of revenue as resulting of outsourcing of rights to supply water and sanitation in Western Ares (Ballito, uMhlali etc.) of the District;
- Credibility of customer database for the rural areas;
- Unplanned Township, particularly in the rural areas.

6.3 Objectives

To ensure long-term financial viability and sustainability of iLembe District Municipality.

6.4 Project Matrix

Focus Area	Project	Budget (R)		
		2011/12	2012/13	2013/14
Revenue enhancement and debt management	Consolidation of sewer and water account	Note 1	Note 1	Note 1
	Review Indigent Data Base	150, 000	0	0
	Review Data Cleansing Project	9 000, 000	958,000	1,023, 678
Financial management	Review policy & implement credit control and Increase debt collection	1, 000, 000	0	0
Financial management	Develop SCM database in compliance with municipal policy.	1, 500, 000	0	0
Revenue enhancement and debt management				
Financial Management	Develop process and procedure manual for finance	500,000	0	0
Value for money expenditure	GRAP Complaint Fixed Asset Register	1,000,000	1,000,000	1,000,000

Note 1: Internal staff will used to implement the project.

TABLE 40: Municipal Financial Viability & Management

6.5 Financial Management Policies and regulations

The financial management policies and regulations aims to ensure compliance and effective management. The following policies are developed and guide to ensure compliance within Council:

- Supply Chain Management Policy
- Revenue Enhancement Strategy
- Indigent Policy
- Tariff of Charges
- Tariff Policy
- Bank and Cash Management Policy
- Stores and Management Policy
- Petty Cash Policy
- By-Laws
- Budgeting Policy
- Draft Asset Management Policy

CHAPTER 7 – FINANCIAL MANAGEMENT

One of the biggest challenges of the Financial Plan is matching increased service demands with a relatively stagnant revenue basis. This is further aggravated by the challenges of joblessness and communicable diseases -ravaged households where the latter, more than often, are child-headed households. The restructuring of electricity supply also had a severely negative impact on Municipal revenue generation. This process resulted in the loss of revenue and fiscal surpluses that the Municipality was relying on.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources and therefore also victim of resource limits. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the iLembe Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and “pie in the sky”. The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

iLembe Municipality is faced with the awesome task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

The iLembe budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality’s financial affairs. Yet, the District needs to address its financial challenges on the following basis:

- Further improving the Municipality’s image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality’s cash flow position.
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers in line with developed ‘golden rules’.
- Further enhancing public participation in the next budget cycle.
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen’s expectations.
- Adjusting the organisation in line with information produced from the performance management system.

7.1 OPERATING REVENUE AND EXPENDITURE FRAMEWORK

The Table that follows indicates the expected operating revenue and expenditure for the iLembe Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The “bottom line” is the disposable operating revenue, i.e. the amount that the Municipality would have to allocate in terms of this Financial Plan.

A summary of the 2010/11 budget and indicative budget 2011/2012 budget are as follows:

	Operating Budget (R)	Capital Budget (R)
Original 2010/11 Budget	320,543,433.00	258,946,200.00
Adjusted 2010/11 Budget	358,119,449.00	253,067,600.00
Indicative 2011/12 Budget	345,466,785.00	239,050,200.00

TABLE 41: Summary of the 2010/11 Budget & Indicative Budget 2011/2012 Budget

Below is a summary of expenditure and income by Department in respect of the Operating Budget:

Department	Original Budget	Adjusted Budget	Draft Budget
	2010/2011	2010/2011	2011/2012
Corporate Services Directorate	39, 710,786.00	40,806,098.00	52 885 266
Budget and Treasury Office	26,977,072.00	24,623,271.00	30 205 684
Accounting Officer's Office	6,582,512.00	5,824,360.00	9 487 838
LED and Planning	18,534,288.00	51,575,127.00	8 976 934
Technical Services Directorate	194,560,076.00	207,913,876.00	224 515 296
Corporate Governance and Council General(Executive and Council)	34,178,698.00	27,376,718.00	32 081 115
TOTAL EXPENDITURE	R 320,543,432.00	R 358,119,449.00	R 364, 357, 262

TABLE 42: Summary of Expenditure and Income by Department

Below is a summary of expenditure and income per category in respect of the operating budget:

Category	Original Budget 2010/2011	Adjusted Budget 2011/2012
Income	360 450 453	364 357 262
Expenditure	358 119 451	364 357 451
Salaries	90,397,619.00	97 121 019
General Expenses	144,298,294.00	122 535 939
Repairs and Maintenance	19,808,472.00	29 189 940
Contributions to Provisions	26,856,824.00	11 320 455
Loan Charges	10,677,960.00	29 265 756
Depreciation	16,000,000.00	18 000 000
Bulk Purchase	48,844,252.00	55 469 534
Management Contract	7,900,000.00	8 551 750
Recharges	(6 663 972)	(7 097 131)

TABLE 43: Summary of Expenditure & Income

The most significant source of internal income is the income from the water and sanitation services. The collection rate for the water and sanitation services income still requires a lot of improvement to ensure the achievement of the service delivery targets. The iLembe District Municipality is implementing the credit control policy to ensure that this is achieved and that all outstanding debts are collected. The collection of these outstanding debtors is a priority of the District Municipality and is receiving the most urgent attention. The Municipality has initiated two interventions to address revenue collection challenges, namely Data Cleansing Exercise, changing faulty meters and implementing disconnections of services where applicable, Rand for Rand Incentive Scheme. The former intervention addresses challenges around the billing system including accuracies thereof whilst the latter endeavours to use the arrears of the past to encourage and reward payment of the current account. The results of these interventions would only be known in the new financial year.

7.2 CAPITAL INVESTMENT PROGRAMME AND FRAMEWORK

The Capital Investment Programme and Framework (**Appendix K1**) focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the iLembe Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area – in urgency and in financial terms.

The approved capital budget for 2010/11 totals R437 million and is financed from the Municipal Infrastructure Grant (MIG) R123 million and Grants of R277 million. No internal funds are allocated. The draft budget for MIG allocations 2011/2012 is anticipated to be R 148 million.

The table below depicts a summary of the Draft Capital Budget for 2010/11:

#	CODE	PRIORITY	PROGRAMME & PROJECT DISCRPTION	TOTAL
Water Infrastructure				2,375,788,000
1	TECH	High	Review Water Services Backlog Study linked to WSDP	250,000
2	TECH	High	Macambini Water Phase 2 (Mandeni)	73,000,000
3	TECH	High	Masomonco Water Supply (Mandeni)	100,000
4	TECH	High	SanSauci Water (Bulwer Farm - KwaDukuza)	7,500,000
5	TECH	High	OzwothiniMathulini Water Supply (Ndwedwe)	750,000
6	TECH	Low	Luthuli Water Supply Phase 2 (Ndwedwe)	3,500,000
7	TECH	High	OzwothiniGcwensa / Mlamula Water Supply (Ndwedwe)	6,500,000
8	TECH	Low	OzwothiniGcwensa / Nodwengu Water Supply (Ndwedwe)	24,000,000
9	TECH	High	Ngcebo Phase 1 Water Supply (Maphumulo)	6,000,000
10	TECH	High	Hlimbithwa 2 Water Supply (Maphumulo)	3,500,000
11	TECH	High	Hlimbithwa 1 Water Supply (Maphumulo)	3,500,000
12	TECH	High	ILembe Water Services Development Plan	500,000
13	TECH	High	Refurbishment of Sundumbili Water Reticulation (Mandeni)	-
14	TECH	Low	Refurbishment of Existing Pumps & Pipelines (Mandeni)	12,000,000
15	TECH	Low	Water Supply To Mathonsi, Ndulinde&Ethembeni (Mandeni)	90,000,000
16	TECH	Low	Water Supply to Macambini / Tugela Mouth (Mandeni)	76,000,000
17	TECH	Low	Upgrade to Sundumbili Water Treatment Plant (Mandeni)	56,000,000
18	TECH	Low	Umvoti Water Works Upgrade (KwaDukuza)	12,000,000
19	TECH	High	Nyathikasi Extension Of Water Mains (KwaDukuza)	4,400,000
20	TECH	High	BlythdaleBeach Bulk Water Pipeline (KwaDukuza)	4,100,000
21	TECH	High	Refurbishment Of Pumps & Pipelines (KwaDukuza)	12,000,000
22	TECH	High	Ozwothini Regional Water Supply (Ndwedwe)	42,000,000
23	TECH	High	Refurbishment Of Pumps & Pipelines (Ndwedwe)	8,000,000
24	TECH	High	Ngcebo Phase 2 Water Supply (Maphumulo)	169,000,000
25	TECH	High	Refurbishment Of Masibambisane Water Scheme (Maphumulo)	8,100,000
26	TECH	Low	Refurbishment Of Mambulu / Mpise Water Scheme (Maphumulo)	1,800,000
27	TECH	Low	Refurbishment Of Existing Pumps & Pipelines (Maphumulo)	6,000,000
8	TECH	Low	Pre-Paid Communal Standpipes	2,000,000
29	TECH	High	Electronic Flow Limiters For Non-Payment	-
30	TECH	High	Water Conservation Demand Management Study	-
31	TECH	High	Telemetry System	1,050,000
32	TECH	Low	Specialised Equipment	1,400,000
33	TECH	Low	Water & Sanitation Backlogs @ Schools & Clinic's	6,507,000
34	TECH	Low	Section 78 Assessment	300,000
35	TECH	Low	Telemetry System	3,400,000
36	TECH	Low	NkobongoVIP Toilets	1,220,000
37	TECH	High	Replace Stanger Manor Rising Main	2,500,000
38	TECH	High	Replace Warrenton Rising Main	400,000
39	TECH	High	Replace Saddle Ridge Rising Main	2,200,000

40	TECH	High	Replace Lot 16 Gravity Mains	280,000
41	TECH	High	Upgrade Ndwedwe Water Infrastructure (Sonkombo)	3,550,000
42	TECH	High	Water Purification Plants	2,100,000
43	TECH	High	Ngcebo / KwaDukuza Bulk Water Supply	88,500,000
44	TECH	High	Expanded Public Works Programme	5,646,000
45	TECH	High	Other Capital Projects (Bulk)	840,000,000
46	TECH	High	Other Capital Projects (Internal Reticulation)	750,000,000
47	SIZA	High	Construction of New 2,2MG Reservoir & Link Main	7,420,000
48	SIZA	High	Construction of New 2,2MG Reservoir & Link Main	6,270,000
49	SIZA	High	Upgrade of Shakashead Reservoir from 1.5MG to 4MG	4,780,000
50	SIZA	Medium	Upgrade of Tinley Manor Reservoir from 0.5MG to 1.MG	1,345,000
51	SIZA	Medium	Construction of a New 2.5MG Reservoir & Link Main	7,570,000
52	SIZA	Medium	Upgrade of Existing Networks & Other	1,950,000
New	TECH	High	Mthombisa Water Supply	4,900,000
Sanitation Infrastructure				1,400,827,760
1	TECH	High	Hygiene & Sanitation Awareness Programme (Cholera prevention)	200,000
2	TECH	Medium	Refurbish Maurice Perry Sewer Pump Station (KwaDukuza)	500,000
3	TECH	High	Nkwambase Household Sanitation (Ndwedwe)	2,000,000
4	TECH	High	KwaDeda Household Sanitation (Ndwedwe)	4,997,760
5	TECH	High	Maqumbi Household Sanitation (Maphumulo)	5,000,000
6	TECH	Low	Backlog Eradication Of Household Sanitation (Mandeni Ward 16)	14,050,000
7	TECH	Low	Upgrade of Existing VIPs (Mandeni)	21,000,000
8	TECH	High	Lindelani Water-Borne Sewerage System (KwaDukuza)	20,000,000
9	TECH	High	Refurbishment of Wastewater Works	37,000,000
10	TECH	High	Driefontein Package Sewerage Treatment Plant (KwaDukuza)	4,000,000
11	TECH	High	Backlog Household Sanitation (Ndwedwe)	17,000,000
12	TECH	High	Backlog Household Sanitation (Maphumulo)	14,000,000
New	TECH	High	Backlog Household Sanitation (Mandeni)	-
13	TECH	High	Other Capital Projects (Bulk)	720,000,000
14	TECH	High	Other Capital Projects (Internal Reticulation)	480,000,000
15	TECH	High	Providing Sanitation to Proposed Developments	12,000,000
16	TECH	High	Mdlebeni Bulk Sanitation	4,000,000
17	TECH	High	Mandeni Ward 16 Household Sanitation	5,050,000
18	TECH	High	Ndwedwe Ward 16 Household Sanitation	9,000,000
19	SIZA	Low	Construction of 6MG Sewer Treatment Works & Main	3,830,000
20	SIZA	Medium	Construction of New Sewer Pumpstation	1,740,000
21	SIZA	Medium	Construction of New Sewer Pumpstation	1,495,000
22	SIZA	High	Upgrade of Hugh Dent Sewer Pumpstation	8,580,000
23	SIZA	High	Refurbishment of Sewer Pumpstations	6,000,000
24	SIZA	Low	Installation of WWTW Trunk Sewer	2,445,000
25	SIZA	Medium	Redesign & Construction of Shakaskraal WWTW	5,340,000
26	SIZA	Low	Upgrade & Install of Gravity Sewer mains & Other	1,600,000

TABLE 44: Summary of the Draft Capital Budget for 2010/11

It should, however, be noted that the backlogs have not been spread over a 3 – 5 year timeframe as in the case of the MTEF. This is mainly due to the reluctance of both national and provincial government departments to participate in the IDP process or provide the necessary information. The iLembe Municipality finds neither prudence nor diligence in creating false expectations. It should further be noted that the proposed project budgets are largely dependant on external sources of funding and the ability of the District to achieve its backlogs as well as maintain its future capital infrastructure is reliant on the budging processes of national and provincial and donor funder.

One of the most critical issues related to achieving what has been set out in this IDP and particularly in respect of its Capital Investment Programme and Framework is the availability of resources – financial and human resources. Financial and human resource constraints are of national significance and the iLembe District Municipality's equally challenged by these constraints. The District continues to source external funding to co-fund projects and has made significant strides in addressing the human resource elements. The Capital Investment Programme and Framework, assists the District in mapping out an implementation programme that is time base as well as driven by availability of resources. The District's Institutional Plan is being reviewed to particularly investigate the skills and capacity of staff to determine where shortfalls exist and to address these through on-site training sessions.

CHAPTER 8 – ORGANISATIONAL PERFORMANCE

8.1 ORGANISATIONAL PERFORMANCE FRAMEWORK

The iLembe District Municipality's Organisational Performance Framework is formulated on the following basis:

National KPA	Status	Strategic Objectives	Municipal Action	Baseline	KPI	Type of KPI	Target/Time Frame	Budget Implication	Responsibility
Basic Service Delivery	Core	To address services backlogs and future growth requirements in the Municipality and to maintain and upgrade existing infrastructure	Roll-out municipal service delivery to all communities within the iLembe District in the most efficient, effective, affordable and sustainable manner						
			Determine and agree on the functions performed by the various municipalities and service providers						
		To improve spatial structure and definition of urban functions within the iLembe Municipality and to improve access to opportunities in the urban core as well as rural areas	Ensure human settlements that serve people in a way that is different from simply providing housing						
			Ensure sustainable land use planning and management						
			Formulate a Land Use Management System						
		To coordinate and facilitate the effective provision of Social Services within the iLembe District	Provide accessible social facilities and associated amenities						
			Facilitate awareness and appropriate measures to manage and address HIV/AIDS						
Local Economic Development	Core	To stimulate local economic development to reverse the current trends of decline and lack in diversity of the economy, thereby enhancing economic growth	Develop and diversify the District's economy on a sustainable manner to increase the overall competitive advantage thereof in the three sectors agriculture, manufacturing and tourism						
			Act on the development opportunities originating from the various corridors running through the area, as well as the						

National KPA	Status	Strategic Objectives	Municipal Action	Baseline	KPI	Type of KPI	Target/Time Frame	Budget Implication	Responsibility
			business zone developments associated with the Dube Trade Port						
			Stimulate the development of iLembe as a prime tourist destination						
			Take the necessary steps to ensure that poverty alleviation, empowerment of women and socio-economic upliftment projects are implemented linked to EPWP & ASGISA principles						
			Create a safe and secure environment that facilitates investment and visitor (business & leisure tourists) confidence						
		To invest in the management of a sustainable environment to deliver on the quality of life	Develop strategic tools to guide decision-making for environmental management and sustainable development						
			Establish an integrated environmental management system						
			Conserve areas of environmental, conservation and tourist significance						
Governance and Public Participation	Core	To provide systems and mechanisms for accountability and public participation in the affairs of the Municipality	Establish institutional structures which are fully representative, participative and empowered to champion social and economic change through transparent and co-operative governance						
			Ensure transparency, equity and integrity and build a culture of good governance						
			Implement a Performance Management System for the District linked to KPAs as per the IDP						
Municipal Transformation and Organisation	Core	To promote institutional structures which are fully representative, participative and	Enhance institutional capacity through Skill Training & Empowerment to improve staff performance						

To be completed as part of the PMS and SDBIP

To be completed as part of the PMS and SDBIP

National KPA	Status	Strategic Objectives	Municipal Action	Baseline	KPI	Type of KPI	Target/Time Frame	Budget Implication	Responsibility
Regional Development		empowered to champion social and economic change through and improve the institutional capabilities of the Municipality for service delivery							
			Provide innovative leadership in the District						
			Build capacity through the Sharing of Services						
Municipal Financial Viability and Management	Core	To manage the Municipality's resources to ensure financial sustainability and affordability	Provide an Incentive Scheme to encourage development initiatives which are in support of stimulating the local economy i.e. labour intensive						
			Promote Performance Based Budget Plan i.e. accurate and realistic						
			Consider and promote the establishment of partnership arrangements						
			Stimulate investment interest and confidence through sound financial principles and discipline						
TOTAL									

TABLE 45: iLembe District Municipality's Organisational Performance Framework

8.2 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The process of developing an organisational performance management system for the iLembe District Municipality was begun in 2004 but following the departure of the relevant manager was allowed to slip into disuse. More recently (since the 2007/2008 financial year), OPMS at iLembe has been revived. Three annual organisational performance reviews have thus already been conducted in line with the measures set, the results of which have been used in identifying areas requiring attention as well as in informing the subsequent IDP Reviews.

The components of the iLembe PMS are as follow:

- **Plan** – The Municipal Manager and Executive Committee share the responsibility for developing the project related and individual performance standards. All performance standards consist of outcomes (products or accomplishments) and expectations (measurement of outcomes in terms of cost, quality, quantity, time, etc.).
- **Monitor** – The Municipal Manager and Council observe the performance of the Executive Directors and provide feedback throughout the year, not just at the end of the performance cycle. Executive Directors can provide feedback on how well the Municipal Manager and the Council carry out their performance management responsibilities.

- **Develop** – The Municipal Manager has an open discussion with the Executive Directors to identify their training and other needs for improving his or her job performance.
- **Performance Summary** – A narrative description of the Executive Directors' performance, prepared by the Municipal Manager with input from the Executive Directors, is given to each Executive Director in a face-to-face meeting. A performance summary should include: an assessment of the Executive Director's effectiveness in meeting his or her goals and objectives, any recognition received and areas of suggested improvement.
- **Recognition** – The Municipal Manager and Council are encouraged to reward Executive Directors throughout the year for doing their jobs well. Recognition may occur in a number of ways, i.e. verbal praise, cash awards, and time-off awards.

The iLembe IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing a PMS. Essentially developing the iLembe PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role players.

The iLembe PMS does the following:

- Demonstrates how it will operate and be managed from the planning stage up to the stages of performance review and reporting.
- Defines the roles and responsibilities of each role-player, including the local community, in the functioning of the system.
- Clarifies the process of implementing the system within the framework of the IDP process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Links the organisational performance to employee performance.
- Provides for the procedure by which the system is linked with the municipality's IDP processes.
- Shows how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes.

The key outputs identified for the iLembe PMS are:

- Assessed reality in terms of existing systems and models.
- Gaps analysed between IDP and PMS requirements.
- Communication with internal stakeholders and Local Municipalities, i.e. one-on-one input sessions, internal and external workshops with various stakeholders.
- Development of the Municipality and Departmental Scorecard Templates.
- Stakeholder input to the draft scorecards.
- Finalised scorecards for Council approval as a performance planning and measurement tool.
- Coaching of iLembe PMS team on completion of scorecards, including workshops with internal stakeholders.

8.3 THE ILEMBE SCORECARD AND SDBIP

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79.

Put simply the SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIPs. Basically there is a high level SDBIP for the purposes of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the MM), all staff operate under KPIs

within the identified KPAs. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPIs. These then form the basis of future monthly and in year reporting. The state of play at iLembe is that the budget is already married to the IDP and performance indicators are developed for each vote or capital project.

The major challenge is obtaining buy in and enthusiasm from management. Consequent challenges revolve around securing accurate and timely reporting from managers that is supported with evidence for all performance claims. For the last three years iLembe has not received seriously adverse audit opinions on its OPMS. In following years a greater focus will be placed on verifiable performance information and so the institution will need to improve the performance reporting function.

CHAPTER 9 - CONCLUSION

The 2011-2012 iLembe IDP Review marks the last review of the 2007 - 2012 IDP. It reiterates the development rationale with supporting objectives and strategies to guide the development of the iLembe Municipality area. These are ultimately aimed at achieving the development wish for the iLembe area and all its inhabitants, i.e.:

- Creating economic growth and jobs.
- Eradicating backlogs in service delivery
- Providing for housing and socio-economic development (including the impact of HIV/AIDS).
- Positioning the iLembe area as a prime tourist destination.
- Making the area of iLembe a safe and vibrant meeting place of rural, traditional and urban life-styles.
- Integrating the first and second economies to benefit from investment.
- Achieving a sustainable settlement pattern where people could meet all their needs to provide or a better quality of life and maintain sustainable livelihoods.
- Creating functional and institutional harmony with upstream and downstream spheres of government.

A large portion of this IDP Review is dedicated to the financial implications and challenges facing the Municipality in meeting its mandate as caretakers, managers and developers of their judicial area. The demands far outweigh the resources and it is critical that the Municipality:

- Prioritise projects and programmes for implementation in addressing the needs.
- Do proper financial planning which is also based on sound financial and business principles.
- Source appropriate external funds to supplement their own resources.
- Improve and sustain the Municipal income generation.
- Stimulate and grow the economic base of the iLembe area.
- Enter into partnerships to facilitate effective implementation.

This IDP Review also provides feedback on many of the issues that were highlighted as shortcomings in the principal IDP, including progress made in outlining Infrastructure Backlogs, baseline information as a target for improved service delivery strategy.

The necessary actions and projects to achieve the objectives and implement strategies are deliberated with financial implications and requirements set out in detail. The culmination of this entire process is the development of a Spatial Development Framework which is supported by the projects, programmes and a Financial Plan for implementation and guiding the development and future growth of the iLembe area in the strive to improve the quality of life, providing a higher standard of services to the entire community ensuring that this area become as a prime economic generator for tourist development, farming, mining and timber and a service centre for its rural and urban communities.

Ultimately the iLembe District Municipality needs to integrate and align all its efforts with those of its four constituent Local Municipalities as well as national and provincial stakeholders. The effort made in this IDP to align the council budget with the five National KPAs champion by line function departments goes a long way to addressing the weaknesses of previous development plans. Even though the implementation process may take a number of years and at times seem difficult, the advantages of this process are numerous. Policy makers (councillors) gain clear information about the impact of spending, aiding them in making informed choices.

The results of policy decisions become evident as performance is measured and resource usage is directly related to services produced. Programme managers will work within well-defined expectations and have the flexibility to reform processes and increase efficiency as long as goals are met. The iLembe communities also benefit by being able to determine a clear connection between money spent and services provided.

In conclusion, the iLembe District Municipality IDP is aligned with and incorporates the Millennium Goals as well as the National and Provincial Development Perspectives and Targets. In an attempt to meet these goals and deliver on the set targets as part of addressing the backlogs and future growth within iLembe District, the Capital Investment Framework puts forward a consolidated financial framework that spans over a five year period differentiating between committed and non-

committed funds per year. A total of R7, 88 billion is required and will be invested over the next three years. It is important to note that only some Provincial Sector Departments participated in the Sector Alignment Session's which influenced the said budget allocation.

Of note is that most of the Provincial Sector Department's Medium Term Expenditure Frameworks with reference to Programmes, Projects and Priorities are as yet non-aligned to any of the IDPs Key Areas of Intervention (Strategic Objectives) within iLembe District. It is our understanding that the Provincial MTEF should deliver on quantifiable Service Delivery Plans. This raises a question whether the Provincial Sector Departments do have a "Plan"?

Financial and human resource constraints are of national significance and the question remains that, even if the iLembe District Municipality has access to sufficient financial resources to fund its Capital Investment Programme and Framework – attached hereto as Appendix K1, does it have the skilled human resource capacity to give effect thereto.

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ANNEXURE A -SPATIAL DEVELOPMENT FRAMEWORK 2011 - 2012

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